AGENDA

DATE: Tuesday, May 30, 2017       TIME: 10:00 a.m.

1. CALL MEETING TO ORDER AND ROLL CALL.

2. ITEMS TO BE ADDED, WITHDRAWN, OR REORDERED IN THE AGENDA.

3. PUBLIC COMMENT.
Opportunity for members of the public to address the Committee. (Government Code Section 54954.3).

4. ACTION AGENDA.
The following items on the Action Agenda call for discussion and action by the Committee. All items are placed on the Agenda so that the Committee may discuss and take action on the item if the Committee is so inclined, including items listed for information.

Review of Proposals for Selection of Federal Lobbyist

5. CLOSED SESSION
At any time during the regular session, the Committee may adjourn to closed session to consider litigation, personnel matters, or to discuss with legal counsel matters within the attorney-client privilege. (Government Code Section 54954.5.)

6. NEXT MEETING DATE: To be determined.

7. ADJOURNMENT.

This agenda was posted at least seventy-two (72) hours before the meeting in a location freely accessible to the Public on the exterior bulletin board at the main entrance to the Authority’s office and it is also posted on the Authority’s website at www.sweetwater.org. No action may be taken on any item not appearing on the posted agenda, except as provided by California Government Code Section 54954.2. Any writings or documents provided to a majority of the members of the Sweetwater Authority Governing Board regarding any item on this agenda will be made available for public inspection at the Authority Administration Office, located at 505 Garrett Avenue, Chula Vista, CA 91910, during normal business hours. Upon request, this agenda will be made available in appropriate alternative formats to persons with disabilities, as required by Section 202 of the Americans with Disabilities Act of 1990. Any person with a disability who requires a modification or accommodation in order to participate in a meeting should direct such request to the Board Secretary at (619) 409-6703 at least forty-eight (48) hours before the meeting, if possible.

To e-subscribe to receive meeting agendas and other pertinent information, please visit www.sweetwater.org.
TO: Governing Board (Consultant Selection Committee)  
FROM: Management  
DATE: May 24, 2017  
SUBJECT: Review of Proposals for Selection of Federal Lobbyist

SUMMARY
The Authority currently retains Thomas Walters and Associates (Walters), a federal lobbyist, for the purpose of seeking federal grant funding. This service has been beneficial in recent times, with the receipt of nearly $10.4 million from the Bureau of Reclamation for the Reynolds Desal Facility expansion. At its December 9, 2015 meeting, the Board directed staff to prepare a Request for Proposal (RFP) to lobbying firms for Board interview and selection, with the selected firm commencing in FY 2016-17. However, as part of the FY 2016-17 Budget approval process, the Board extended the contract with Walters through June 30, 2017, deferring the RFP process to FY 2017-18.

Staff sent out RFPs on April 21, 2017 to twelve lobbying firms, and advertised in the San Diego Union-Tribune. The Authority received six proposals which are attached for the Committee to review and select which firms to interview.

In the past, federal lobbyist contracts were $60,000 per year; however, last year, the Board reduced the scope of work and contract amount to $24,000. Therefore, in accordance with the Authority’s procurement policy, the General Manager has the authority to make the selection and execute a contract when the amount is less than the $50,000 threshold. However, due to the nature of the work, Management has convened the Consultant Selection Committee to determine whether the Committee has an interest in conducting the selection process or if it would like to defer this selection to Management.

FISCAL IMPACT
The FY 2017-18 draft Budget includes $24,000 for lobbyist services in the Administration Department expense budget. Each firm’s fees are listed in the attached proposals.

POLICY/STRATEGIC PLAN OBJECTIVE
The Consultant Selection Committee is convened to provide a recommendation to the Governing Board for contracts over $50,000. In the past, the annual cost for the federal
Memo to: Governing Board (Consultant Selection Committee)
Subject: Review of Proposals for Selection of Federal Lobbyist
May 24, 2017
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lobbyist was $60,000. The Consultant Selection Committee conducted the federal lobbyist interviews in 2012; however, the scope of work and contract amount was reduced to $24,000 in FY 2016-17.

**ALTERNATIVES**
1. Determine if the Consultant Selection Committee desires to conduct interviews.
2. Direct the General Manager to make the selection.

**RECOMMENDATION**
Staff seeks direction from the Consultant Selection Committee.

Attachment: Proposals

Reviewed by: Jeniffer H. Sabine, Assistant General Manager

Approved by: James L. Smyth, General Manager
Proposal to Provide
Federal Lobbying Services

Presented to:

Sweetwater Authority

May 10, 2017
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I. COVER LETTER

May 9, 2017

James Smyth, General Manager
Sweetwater Authority
505 Garrett Avenue
Chula Vista, CA 91910

Re: Letter of Interest and Statement of Qualifications to Serve as Federal Advocates to Sweetwater Authority

Dear Mr. Smyth:

We believe that we are in the best position to represent the Sweetwater Authority (Authority) in Washington since we have been representing the Authority as General Counsel and have a deep understanding of the Authority’s needs. We have in-depth advocacy, transactional, and regulatory experience in water issues. We have been privileged over the years to represent, on a federal and state level, our numerous public agency clients in all aspects of the regulation of water, sanitation, and solid waste matters.

Our team is well versed in all legislative and regulatory issues involving water supply and water quality. If needed, we can call upon Best Best & Krieger LLP (BB&K) attorneys who are also highly experienced in compliance and regulatory issues under federal and state water quality statutes and regulations.

As our response demonstrates, BB&K is the most qualified law firm to assist the Authority in developing and successfully pursuing its legislative and regulatory priorities. The proposed team has the proven track record in advocacy and lobbying at the federal level to assist the Authority. Not to mention, having a detailed knowledge and understanding of the Authority’s operational and legal needs allows us to cost effectively advocate at the Federal level and reduces the need for redundant conversations since our California and Washington, D.C. teams are closely aligned and communicate regularly and often on legislative issues that are and will be important to the Authority.

BB&K has been honored to serve as General Counsel to the Authority, during that service a bond of trust has been developed with the members of the Board of Directors. We take this bond of trust very seriously and place a high value on maintaining it. In keeping with this bond of trust, we understand that the Authority would like to achieve its legislative and regulatory priorities for the retainer stipulated in the request for proposals, but we know that the Authority will not be able to achieve its priorities with the amount stated as the budget; therefore, we have prepared a proposal with a retainer at the barebones minimum cost that would actually provide a benefit and the desired results to the Authority.
Thank you for the opportunity to submit this proposal. We would be honored to be selected as federal advocates for Sweetwater Authority. Please do not hesitate to contact me if I can be of further assistance; I can be reached by phone at (202) 370-5301.

Sincerely,

John Freshman,
Senior Director of Governmental Affairs
BEST BEST & KRIEGER LLP
BB&K is a leader in water law offering legal services and state and federal to water agencies throughout the country. Our proposed federal advocacy team offers the advantage of decades of experience with all of the intricate issues surrounding California water. Our Senior Director of Governmental Affairs, John Freshman, is widely known throughout California and the country as an expert on water supply and water quality. He and BB&K’s bi-partisan team have worked closely with the California delegation and the two United States Senators, the House Natural Resources Committee, the House Transportation and Infrastructure Committee, the Senate Environment and Public Works Committee, the Senate Energy Subcommittees. This history of close working relationships is the key to getting the Authority’s issues heard and projects funded.

John Freshman has a unique experience having represented both water supply agencies and wastewater agencies including the earliest and the largest recycling agency in California which is the Los Angeles County Sanitation Districts. He understands the intersection between Bureau of Reclamation and EPA, the Clean Water Act and the Reclamation Act as well as anyone who’s ever worked on California water. Moreover, he is supported by a team of lawyers who understand the details of groundwater permitting and the ancillary water issues. BB&K also has state advocacy staff available to assist so there is a unique opportunity for efficiencies in coordination if the Authority’s objectives are pursued jointly.

In addition, Mr. Freshman has a deep understanding of water issues and he – along with the rest of the government relations team – can leverage that knowledge to meet the Authority’s government relations goals. BB&K’s bipartisan professionals have held high-ranking positions in the White House, the U.S. Senate, the U.S. House of Representatives, and the Environmental Protection Agency, as well as industry trade and local government advocacy organizations, and in the private sector. Moreover, because the Government Relations practice is integrated with the legal practice, there is a deep, substantive underpinning for all legislative and regulatory activities. This sets BB&K apart from others.

Furthermore, Mr. Freshman is intimately familiar with the steps it takes to fund water infrastructure projects and he has the established track record necessary to ensure success. He has been deeply involved in all aspects of California/regional issues including wastewater recycling, storage, groundwater, the Delta and State Water Project issues. Mr. Freshman actively participated in drafting the Central Valley Project Improvement Act, the original Clean Water Act and various amendments to authorizing and appropriations legislation. This is why he is the best choice to represent the Authority in Washington, D.C.

Mr. Freshman will be responsible for managing and leading the proposed team, which includes Ana Schwab and Gregory Rodriguez. He will provide the strategic guidance and recommendations to assist the Authority in maximizing its policy influence. He will lead the team to ensure that the Authority achieves its legislative goals and long-term objectives. He will advocate on legislation and issues in response to formal positions taken by the Authority. He will attend legislative or public hearings, and testify when needed (as requested), and provide information regarding those hearings as they may affect the Authority. Mr. Freshman will provide direction and have responsibility for this effort.
The day-to-day federal advocacy team will consist of Greg Rodriguez and Ana Schwab, Gregory Rodriguez will be an integral part of the federal advocacy team—he is an expert in all aspects of infrastructure—including funding, regulatory issues and policy. With his unique background having worked on Capitol Hill as a staff member for U.S. Senator Dianne Feinstein in Washington, D.C. and having previously served as in-house counsel for the San Diego Association of Governments (SANDAG), he is able to use this legal and legislative experience to track and succinctly analyze proposed federal legislation, rulemaking, and grant opportunities for clients. Mr. Rodriguez, who is an active member of the California bar and brings to the team legal and advocacy experience, will assist with the project assignments for the Authority Ana Schwab is Assistant Director of Governmental Affairs, she applies her experience of working for two members of the U.S. House of Representatives to her management of government relations. She tracks legislative priorities throughout the three branches of government and the National political process as a whole. She helps her clients find solutions and builds liaisons between her clients and the decision-maker on the Hill.

Mr. Rodriguez and Ms. Schwab will prepare legislative correspondence, written testimony and talking points for hearings and other legislative activities. They will track appropriations bills and effectively analyze programs from where the Authority may be able to obtain funding. The team will secure funding for projects for the Authority and its member agencies. The team will develop legislative strategies and policy principles to raise consciousness and awareness of issues relating to the Authority and its member agencies that is both proactive and strategic; as well as reactive when dealing with the legislation or proposed legislation during the legislative session.

However to assure maximum efficiency and value Mr. Rodriguez and Ms. Schwab will perform the specified activities called for in Part A – Standard Services and Part B – Potential Additional Services. Together, the team will develop strategies to successfully implement the Authority’s legislative program and to acquire funding for the Authority’s projects. Please see Appendix A for the project team resumes.

We have had the privilege and honor of serving Sweetwater Authority as General Counsel since the early 1990s, but we have not had any other existing and past financial relationships with any of the current members of the Authority's Governing Board and staff, and entities for which said members are employed, or have an interest, both past and present.
III. FIRM’S EXPERIENCE AND QUALIFICATIONS

The firm’s Washington, D.C. office is a full-service Government Relations office that extends those abilities into the ever-changing national political arena. Our bipartisan collection of attorneys and advocacy professionals have held high-ranking positions in the White House, the U.S. Senate, the Federal Communications Commission, state and local government, as well as industry trade and local government advocacy organizations. BB&K advocacy professionals are experienced in working with mayors, city officials, boards of supervisors, city councils, commissions, utility boards, and other public bodies in both private briefings and public hearings. They have extensive experience in the day-to-day operational, policy, and funding needs of local governments, municipally owned utilities, and local public authorities.

In an era of budget cutting, it is critical that the Authority has federal legislative representatives who know how to keep up to date on potential grant opportunities, and can assist clients in navigating the application process for potential grants. While budgets have been very tight the opportunities for project funding have increased. Accordingly, it is critical that the Authority has good working relationships with its State and Federal elected officials and that an outreach plan is in place to ensure such elected officials are aware of the issues and needs confronting the Authority.

We have the experience and ability to move quickly and think creatively when working with clients applying for federal funding or grants, in addition to assisting with advocacy efforts on the Hill and any applicable agencies. Compliance with—and system upgrades in—the complex and ever changing regulatory world of water, sanitation, and solid waste can be expensive and intimidating. BB&K has assisted public agency and private industry clients in obtaining funding, legislative and regulatory changes, and permits for the treatment, storage, and distribution of water resources. Samples of our advocacy success in this area include the following:

- Responsible for an amendment to the Clean Water Act eliminating unnecessary, expensive pretreatment while reducing mass emissions of priority (toxic) pollutants
- Shepherding funding for the original Bay-Delta programs
- Representing clients during consideration of the Central Valley Improvement Act authorization and working with the Bureau of Reclamation on problems associated with its subsequent implementation
- Worked closely with the EPA to obtain substantive changes in the Waters of the United States (WOTUS) regulation to benefit California recycling and stormwater projects
- $40 million for Title XVI water reclamation for City of Watsonville
- $100 million appropriations for rural water supply in South Dakota
- $70 million appropriation for essential flood protection in Sacramento
- $100 million dollar grant ($50 million each for the City of Los Angeles and the Sanitation Districts of Los Angeles County) to construct secondary treatment facilities and comply with court and regulatory orders; this resulted in more than 800,000 mgd of new treated wastewater available for future recycling
BB&K, as a bipartisan lobbying firm, will serve the Authority equally by our representatives on either side of the aisle and while some things have changed, water, by and large, continues to be essentially a bi-partisan deal. To this point, we are close to the authors of the Feinstein Bill, and Mr. Rodriguez has working relationships with many key staff members of Senator Feinstein. Yet, we also have a strong relationship with Murkowski’s water staffer and chairman of the Energy and Water Committee. We are also familiar with members and staff that represent the Authority’s service area. So, we have the necessary relationships in place to best serve the Authority and we are current on all of the congressional actions surrounding water issues, both pending and introduced. Further, as previously noted, we are best situated to communicate the specific needs and issues of the Authority having served as its General Counsel since the 1990s; thus, allowing us to effectively and efficiently communicate with Federal decision-makers at all levels of government. We recognize the legislative priorities of the Authority and understand the various issues confronting such priorities at the Federal level, including Title XVI Project Funding, Drought Recovery Funding, Water Reclamation Project Authorization, and Capital Improvements.

The advocacy team’s current contractual workload is manageable and well organized and if we enter into an engagement with the Authority, this engagement will not affect the scope of work that is finalized with the Agreement for Services. We have the organizational capacity to provide advocacy services to the Authority. Following is a list of BB&K’s current federal lobbying clients with whom we have contracts:

- Las Virgenes - Triunfo Joint Powers Authority, California
- Upper San Gabriel Valley Municipal Water District, California
- Riverside-Corona Resource Conservation District, California
- Los Angeles County Sanitation District, California
- City of Laredo, Texas
- Rancho Guejito Corporation, California
- Telecommunity
- Town of Yanceyville, North Carolina
- Montgomery County, Maryland

Please do not hesitate to contact any of the clients listed below for a more in-depth discussion of our ability to provide federal government advocacy services to the Authority.

<table>
<thead>
<tr>
<th>Client Name and Address</th>
<th>Contact / Phone / Email</th>
</tr>
</thead>
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| Las Virgenes Municipal Water District | David Pedersen, General Manager  
4232 Las Virgenes Road  
Calabasas, CA 91302  
(818) 251-2122  
DPedersen@lvmwd.com |
| Metropolitan Water District of Southern California, Suite 500  
Washington, D.C. 20001-2006 | Brad Hiltcher, D.C. Staff Representative  
(202) 393-4251  
bhiltcher@mwdh2o.com |
| Upper San Gabriel Municipal Water District  
602 E. Huntington Drive, Suite B  
Monrovia, CA 91016 | Shane Chapman, General Manager  
(626) 443-229  
shane@usgvmwd.org |
IV. SUMMARY OF FIRM'S APPROACH

Our project management plan will be to educate the federal decision-makers on the Authority’s specific objectives in order to garner support, while keeping the Authority fully informed of all federal developments in a timely and efficient manner. By ensuring that all parties have a full and clear understanding of the Authority’s priorities, the Authority can be assured of maximizing return on its federal representation investment.

We believe that in order to provide efficient and effective federal advocacy services to our clients, it is important to understand fully their unique needs and to develop a specially catered plan for how we can meet those needs. We understand the importance of having a clear line of communication with our clients and pride ourselves on our responsiveness. If selected for this work, the proposed advocacy team will schedule a call as soon as possible, to develop an advocacy and legislative outreach plan that prioritizes the needs of the Authority, in addition to establishing a clear plan for future communications between the Authority and us. At this time, we will also discuss the best approach for check-ins and providing federal updates that track the advocacy and legislative outreach plan developed. We fully understand that the tough questions are never planned; therefore, someone from the team will always be available to assist the Authority or answer any questions in a timely manner as issues arise.

The Authority’s legislative strategy must ensure there is not a penny of funding that is not aggressively pursued. Our implementation plan for obtaining funding for the Authority’s projects and advancing the Authority’s policy objectives includes the services listed below, which track Part A (Standard Services) and Part B (Potential Additional Services):

Part A – Standard Services

With its Washington, D.C. office and focus on proactive and comprehensive representation of clients, the BB&K team will focus on the following tasks as part of its representation of the Authority:

- Consult with the Authority on a regular basis and on any and all activities as requested by the Authority or as deemed necessary by the BB&K advocacy team to achieve funding goals.
- Complete daily searches of all federal legislation and rules relevant to the Authority, in addition to weekly media searches concerning articles and government reports that are relevant to projects, goals or initiatives being pursued by the Authority.
- As done with current clients, provide detailed monthly updates identifying all relevant federal actions, meetings, reports, developments, grants, news clips and summaries of agency and congressional hearings that are relevant to the Authority, in addition to insight and analysis that helps the Authority synthesize such information and determine whether additional action is warranted.
- As requested following the Authority’s review of reports provided, produce detailed strategic intelligence to help the Authority capitalize on potential federal funding opportunities.
- Research government agencies and proposed rulemakings when necessary.
• Provide realistic and informed recommendations on whether to pursue federal opportunities, including legislation, grant funding, comments to proposed rules, coalitions and other partnerships.

• Develop and implement a successful advocacy strategy for the Authority, including coordinating two trips to Washington, D.C., to meet with legislators and federal agency representatives.

• Meet with legislative manager either in person or via conference call, as needed, but no less than two times per year.

• Assist in any follow-up inquires that may result from information being shared at Board meetings.

• Be available to attend via phone any Board meetings as needed.

• Develop and maintain good working relationships between the Authority and Washington congressional delegation, key congressional committees, federal agencies, and the White House.

• Identify potential funding opportunities for the Authority projects and programs.

• Obtain support, through letters of support and other means, from the Authority’s federal legislative representatives as needed.

• Advise on presentation (organization, content, formatting, etc.) of legislative materials to federal decision-makers.

• Assist the Authority in the development and execution of legislative programs, jointly or separately, for the Authority.

Our team understands the value of the time of Authority staff and the many demands placed on the staff’s time. Accordingly, we pride ourselves on providing strategically summarized information to our clients on all federal happenings that relate to the strategic plans and legislative priorities of our clients.

We know how to get the information the Authority needs and how to package it so that it can be easily read and understood by Authority staff and management. Our legislative bill tracking and advocacy services will include the following:

• Identifying federal legislation of interest to the Authority, monitoring action on these initiatives, and advocating for the Authority’s interest when appropriate.

• Representing the Authority in Washington, D.C., in terms of communicating the Authority’s interests to the appropriate elected representatives, key Committee members, federal agencies and other individuals, as needed.

• Providing support, including briefing papers and talking points when the members of the Board of Directors are requested to testify before a committee or meet with legislative staff.

• Working with appropriate agencies and officials to resolve issues on the Authority’s behalf.
Part B – Potential Additional Services

The BB&K team, if selected, will be prepared to assist with any additional services proposed on Part B in consultation with the Authority. The BB&K team will ensure the Authority is up to speed on all federal legislative and funding opportunities, and fully informed as it decides when to pursue federal grant opportunities, or take a more active role in the federal legislative process. We will provide the following services:

- Work with the Authority in the identification and application of grants offered by federal agencies and provide follow-up support on competitive applications.
- Obtain support, through letters of support and other means, from the Authority’s federal legislative representatives for grant applications.
- Monitor and facilitate the progress of funding/grant applications through appropriate federal agencies on behalf of the Authority, when requested.
- Attend hearings and provide testimony on behalf of the Authority. Arrange opportunities for the Authority to participate in hearing testimonials or submission of comments.
- Develop coalitions, when appropriate, with other public agencies when common policy objectives and goals exist to leverage influence, in addition to reduce individual costs for clients.
- Conduct visits as needed and agreed to in order to meet with the Board of Directors to provide legislative updates, which updates may be during Board meetings when required under the Brown Act.

As noted above, the development of the Authority’s legislative priorities will be an important and collaborative first step, in addition to making sure there is a clear understanding for how communicating all information to the Authority should be completed and making sure the Authority knows that the team will always be available to assist the Authority or answer any questions as issues arise.

Our team looks forward to and appreciates the opportunity to set the partnership tone early on with its new clients, and prides itself on its communication with clients, proactive approach, and dedicated responsiveness. These are traits the Authority has already experienced through BB&K’s legal representation of the Authority.
V. PROPOSED FEES

The Authority has set forth its budget for advocacy services to cover the scope of services set forth in Part A – Standard Services for a lump sum of $24,000; we firmly believe that the Authority will not receive the results or value for the proposed budget parameters; therefore, it would be a waste of the Authority’s money at that amount.

Keeping this in mind, we are proposing to provide the requested services in Part A – Standard Services and Part B at the barebones minimum cost that would actually provide a benefit and the desired advocacy results to the Authority. We want to ensure that the Authority receives results at a price that is fair. If we said we could provide all of the services listed in the Part A – Standard Services for that fee, we would break the trust that we value and hold in great esteem.

BB&K can provide the services outlined in the RFP’s Scope of Services: Part A – Standard Services and Part B for a discounted rate of $48,000 per year. This flat fee is billed at a rate of $4,000 per month. This rate is inclusive of travel and other direct expenses including, telephone, postage, shipping, photocopying, and other administrative costs. Out-of-town travel will be billed at cost and only incurred with prior consent of the Agency. We will also include a monthly state report tailored to the needs of the Authority.
VI. OTHER INFORMATION

We are aware of Section 3700 of the CA Labor code. We are in agreement with the language stated in the Authority’s contract. We will not be making any proposed changes, exceptions, or modifications to the Agreement. We have attached our insurance certificate that is issued to the Authority to provide the requested evidence; see Appendix B for the insurance certificate.
APPENDIX A

RESUMES
John D. Freshman
Senior Director of Governmental Affairs*

JOHN.FRESHMAN@BBKLAW.COM
Tel: (202) 370-5301

2000 Pennsylvania Ave.
N. W., Suite 5300
Washington, D.C.
20006
Office (202) 785-0600
Fax (202) 785-1234

At a Glance
John has spent his 30-year career synthesizing, distilling and presenting complex public policy issues to decision makers in Washington, D.C.

John advises clients on legislative, regulatory and permit problems and develops and implements strategies for overcoming those problems.

He achieved the only amendment to the federal Clean Water Act for a public agency in Texas, resulting in reduced mass emissions of toxic (priority) pollutants.

Profile
John Freshman has worked on all of the major national environmental legislation — the Clean Water Act, the Clean Air Act, the Solid and Hazardous Waste Acts, the Endangered Species Act and the National Environmental Policy Act. He has spent his 30-year career synthesizing, distilling and presenting complex public policy issues to decision makers in Washington, D.C. — first in government, and then on behalf of public and private clients.

John’s experience includes both houses of Congress, especially the Senate Environment and Public Works Committee, the White House and the Environmental Protection Agency, where he was special advisor to the administrator. He has developed relationships across the country in many disciplines, including politics, government, business, law and science.
John advises clients on legislative, regulatory and permit problems and develops and implements strategies for overcoming those problems, including advocating by drafting issue papers, using grass-roots methods, communication plans and direct lobbying.

John’s particular emphasis is water — supply, conveyance, funding projects, quality, treatment and reclamation, and recycling. He develops innovative funding strategies for water and wastewater projects, and has represented municipalities and private entities across the U.S. that are involved in water delivery, wastewater treatment and private sector investments in water. He utilizes his broad experience to assist clients with flood control protection and water supply funding for recycling projects.

While John’s focus has been on water and the environment, he has also handled health, trade and tax issues with success.

John is married with three grown children. He lives in Bethesda, Maryland.

*Not admitted to the practice of law.*

Education
- Middlebury College, B.A.

Matters

Legislative, Regulatory and Permits
- Achieved only amendment to Federal Clean Water Act for a public agency in Texas, resulting in reduced mass emissions of toxic (priority) pollutants
- Worked on all aspects of legislation and implementation of Central Valley Improvement Act
- On behalf of a California city, which has a very advantageous pre-Central Valley Project Bureau of Reclamation water supply permit, convinced Bureau not to regulate water allocation between the American and Sacramento rivers
- On behalf of a California city, handles all federal strategy with Washington, D.C. office of FEMA for classification and mapping
- Negotiated with National Marine Fisheries Service on steelhead issues for Carmel and Salinas rivers
- Worked with EPA and Congress to provide extra time for San Diego outfall
Funding and Grants

- Secured $100 million in funding for water pollution facilities on the West Coast to make more than 800 million gallons per day available for recycling
- Obtained an ongoing annual appropriation of $70 million for essential flood protection in California
- Worked in bi-partisan way with local congressmen and senators to increase, authorize and obtain funding for American River level hardening, Sacramento River bank stabilization, reop of Folsom Dam and South Sacramento streams
- Secured $40 million for Title XVI water reclamation for a California city
- Obtained $100 million for appropriations for rural water supply in South Dakota
- Secured funding for Orange County water recycling and secondary treatment facility construction
- Obtained funding for Monterey County water resources for recycling facility on Salinas River
- Obtained initial funding for Riverside-Corona feeder for California water district

Authorships

LEGAL ALERTS JAN 18, 2017
The Trump Infrastructure Plan
How BB&K Can Help Your Agency Position and Respond

LEGAL ALERTS NOV 15, 2016
The Future of U.S. Infrastructure and Local Control Amid Post-Election Uncertainty
Post-Election Opportunities for Local Government Agencies

LEGAL ALERTS OCT 21, 2015
Surface Transportation: Be Informed and Heard
New Federal Bill for Transportation Funding on the Road to Passage

LEGAL ALERTS OCT 9, 2015
Sixth Circuit Issues Nationwide Stay of EPA “Waters of the United States” Regulation
The Stay Follows A Preliminary Injunction Issued Against the Clean Water Rule in August
LEGAL ALERTS | OCT 6, 2015

**Deadline Fast Approaching for Positive Train Controls**

Failure to Implement Safety Measures Will Result in Interrupted Railway Service

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LEGAL ALERTS | JAN 15, 2015

**Legislative Water Update**

Conversations Among Federal Lawmakers May Lead to New Water Legislation

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Gregory Rodriguez
Of Counsel

GREG.RODRIGUEZ@BBKLAW.COM
Tel: (202) 370-5308

At a Glance

Admitted in the State of California only and supervised directly by principals of the firm admitted to the D.C. Bar.

Greg previously worked as in-house counsel for the San Diego Association of Governments.

He advises clients on the legal and policy issues associated with emerging transportation technologies, including driverless and connected vehicles.

Profile

Working out of the firm’s Washington, D.C. office, Gregory Rodriguez uses his unique experience working on Capitol Hill and as in-house counsel for a transportation planning agency to provide legal and regulatory guidance concerning federal grant and contracting requirements, and monitors, counsels and advocates for clients on federal legislation, rulemakings and funding opportunities related to transportation infrastructure. Greg has in-depth knowledge and understanding of the Fixing America’s Surface Transportation Act of 2015 and presents nationally on the policy and legal implications of the FAST Act.
Greg’s practice includes providing information, policy insight and legal assistance on the regulation and incorporation of emerging transportation technologies into our transportation network, including autonomous vehicles and drones. Greg regularly writes and speaks on policy and legal issues involving technology and innovation. Greg regularly participates in national webinars and speaks at conferences hosted by organizations including the Southern California Association of Governments and the Maryland Association of Counties on smart planning for driverless and connected vehicles.

Greg is well versed on the various contracting options available to public agencies and takes a hands-on approach to ensure a successful project delivery on public construction projects, including large transportation infrastructure projects. Greg previously served as in-house counsel for the San Diego Association of Governments, where he worked on the Mid-Coast Corridor Transit Project.

Before attending law school at the James E. Rogers College of Law at the University of Arizona, Gregory was a staff member for U.S. Sen. Dianne Feinstein in Washington, D.C., where he provided legislative support for issues related to the environment, energy and water.

In his free time, Gregory enjoys cycling, traveling and spending time outdoors with his family.

Greg is admitted in the State of California only and supervised directly by principals of the firm admitted to the D.C. Bar.

Education

- James E. Rogers College of Law at The University of Arizona, J.D.
- Stanford University, B.A., international relations

Awards

- Joseph M. Livermore Service Award, 2007

Authorships

AUTHORED ARTICLES & PUBLICATIONS | JAN 26, 2017

Op-Ed: Partnering on Automated Vehicle Pilots and Ensuring Two-Way Streets to Success

ENO Transportation Weekly Op-Ed by BB&K Attorney Gregory Rodriguez
Greg is admitted in the State of California only and supervised directly by principals of the firm admitted to the D.C. Bar.

In his free time, Gregory enjoys cycling, traveling and spending time outdoors related to the environment, energy and water.

At a Glance

BB&K Attorney Gregory Rodriguez Opines About How to Move Forward

BB&K Attorney Gregory Rodriguez Looks Down the Road in Municipal Lawyer Magazine

BB&K Attorney Gregory Rodriguez Speaks About Policy and Legal Implications of the Fixing America's Surface Transportation Act

BB&K Attorney Gregory Rodriguez Speaks About Policy and Legal Implications of the Fixing America's Surface Transportation Act

Greg's practice includes providing information, policy insight and legal assistance on the regulation and incorporation of emerging transportation technologies into our transportation network, including autonomous vehicles and drones. Greg regularly writes and speaks on policy and legal issues involving new mobility technologies.
LEGAL ALERTS | DEC 17, 2015

**FAST Act Authorizes $305 Billion in Transportation Spending Over Five Years**

Funds to Help Critical Transportation Projects to Move Forward

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LEGAL ALERTS | OCT 21, 2015

**Surface Transportation: Be Informed and Heard**

New Federal Bill for Transportation Funding on the Road to Passage

---

LEGAL ALERTS | OCT 6, 2015

**Deadline Fast Approaching for Positive Train Controls**

Failure to Implement Safety Measures Will Result in Interrupted Railway Service

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Ana Schwab
Assistant Director of Governmental Affairs*

[Email Address]
Tel: (202) 370-5311

2000 Pennsylvania Ave.
N. W., Suite 5300
Washington, D.C.
20006
Office (202) 785-0600
Fax (202) 785-1234

At a Glance
Ana tracks legislative priorities throughout the three branches of government and the political process.

She previously served as professional staff for two members of the U.S. House of Representatives.

Ana serves on the Junior League of Washington and as the Advisory Board co-chair of Kappa Alpha Theta’s University of Maryland Chapter.

Profile
Assistant Director of Governmental Affairs Ana Schwab applies her years of experience on Capitol Hill to manage government relations. She tracks legislative priorities throughout the three branches of government and the political process to build solutions for clients.

Prior to joining Best Best & Krieger LLP, Ana served as a legislative coordinator and legislative assistant at two national law firms. Ana served as professional staff for two members of the U.S. House of Representatives, including Western Caucus Chairman Paul A. Gosar.

Areas of Focus
Practices

- Environmental Law & Natural Resources
- Government Relations
- Municipal Law
- Special Districts
- Water
Ana is an active member of the community, serving in the Junior League of Washington and as the Advisory Board co-chair of Kappa Alpha Theta’s University of Maryland Chapter, where she manages short- and long-term goals for the Chapter as well as promotes female entrepreneurial stewardship and values. Ana and her husband, Oliver, serve on the Cabinet of the Thomas Jefferson Foundation and are both avid sailors.

*Not admitted to the practice of law.

Education

- University of Vermont, B.A.

Memberships

- Thomas Jefferson Foundation, Monticello, Cabinet
- Kappa Alpha Theta - University of Maryland, Advisory Board co-chair
- Junior League of Washington, D.C.
- Capitol Hill Club
- The University Club of Washington, D.C.
- Eastern Yacht Club of Marblehead, MA
APPENDIX B

INSURANCE CERTIFICATE
**CERTIFICATE OF LIABILITY INSURANCE**

**PRODUCER**
Lockton Insurance Brokers, LLC
725 S. Figueroa Street, 35th Fl.
CA License #OF15767
Los Angeles CA 90017
(213) 689-0065

**INSURER(S) AFFORDING COVERAGE**
- **INSURER A**: Vigilant Insurance Company
  - NAIC #: 20397
- **INSURER B**: Federal Insurance Company
  - NAIC #: 20281
- **INSURER D**
- **INSURER E**
- **INSURER F**

**INSURED**
Best & Krieger LLP
1312669
3390 University Ave, 5th Floor
Riverside CA 92501

**CERTIFICATE NUMBER**: 10712263

**REVISION NUMBER**: XXXXXXXX

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**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES**

**CERTIFICATE HOLDER CANCELLATION**

**AUTHORIZED REPRESENTATIVE**

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**ACORD 25 (2016/03)**

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**Lockton Insurance Brokers, LLC**
725 S. Figueroa Street, 35th Fl.
CA License #OF15767
Los Angeles CA 90017
(213) 689-0065

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3390 University Ave, 5th Floor
Riverside CA 92501

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**Sweetwater Authority**
P.O. Box 2328
Chula Vista CA 91912

10712263

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Response to Request for Proposals from

**Sweetwater Authority**

for

Federal Lobbying Services

May 9, 2017

________________________________________

**Carpi & Clay, Inc.**

One Massachusetts Ave, NW, Suite 330
Washington, DC 20001
(202) 822-8300
May 9, 2017

Mr. James Smyth, General Manager
Sweetwater Authority
505 Garrett Avenue
Chula Vista, California 91910

Dear Mr. Smyth:

Carpi & Clay, Inc. (Carpi & Clay) is pleased to respond to the Sweetwater Authority’s (Authority) request for proposals (RFP) to provide federal lobbying services in Washington, D.C. We look forward to a constructive discussion with the Authority on how we can assist you in achieving your federal goals.

Carpi & Clay is a full-service government relations firm that specializes in providing strategic counsel and implementing effective and successful federal legislative and government advocacy programs on behalf of local governments and agencies. This proposal outlines our qualifications, describes our team members, explains our approach and highlights our past successes on behalf of other similar public agencies. Our team is comprised of experts with decades of experience in representing the needs of clients similar to the Authority before the U.S. Congress, U.S. Federal agencies, and coalitions and associations that work to further our client’s needs. We are familiar with the current issues facing the Authority and believe we can help achieve your goals.

Our experience in California resource issues, particularly urban southern California water issues, is broad and extensive. We understand the San Diego regional water issues, as well as California water issues in general, through our representation of the San Diego County Water for several decades; our representation of other water agencies throughout the state; and the previous employment of one of our key staff members as the federal lobbyist for the California Resources Agency, and the Department of Water Resources.

Our broad mix of clients, professional backgrounds and working relationships give us a strong grounding in the concerns and goals of the Authority seeks to address in Washington. We offer objective, results-oriented and effective government relations and strategic communications services.

We are a hands-on firm that provides honest assessments to our clients, is accountable to them, and delivers results. The advocacy community in Washington, D.C. is very competitive. In light of this, we are very proud that our average client retention rate is 18-
years and our rate of return on clients’ investment is extremely high – a demonstration of our professionalism and ability. This is because we are direct advocates and work closely with our clients to develop a meaningful and realistic assessment of their needs and opportunities for success within the context of an ever-changing legislative and regulatory landscape. It is also due to our working knowledge of the policy issues they face and our ability to work with key decision-makers on a bipartisan basis.

We welcome the opportunity to further discuss our qualifications and credentials with you. If you have any further questions regarding our proposal or would like additional information, please contact me at:

Carpi & Clay  
One Massachusetts Avenue, NW Suite 330  
Washington, DC 20001  
P 202.822.8300  
F 202.822.8315  
kcarpi@carpiclay.com

Sincerely,

Kenneth Carpi  
Managing Partner
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About Our Firm

Carpi & Clay is a full service, bipartisan government relations firm. Organized as a California corporation in 1986, our core business is focused on representing, advancing, and protecting the financial, legislative, and regulatory interests of local governments, public agencies, and not-for-profit institutions. Our profile, expertise, and federal government relationships are directly aligned with the Authority’s stated RFP interests.

We do not have any current or past financial relationships with any member of the Authority’s Board of Directors or members of the Authority’s management team or staff.

What You Need to Know About Us

▪ **We learn your issues and do not leave policy details to others.** Knowing your issues in detail helps us to establish strong, value-added relationships based on trust on a variety of policies and topics. This is the starting point for any successful advocacy strategy.

▪ **We use a comprehensive method.** From protecting threatened programs to securing funding in a President’s annual budget or a congressional appropriations bill, our sophisticated understanding of who holds the purse strings in Washington – and how to achieve success – is the result of decades of experience in the authorization, appropriation, and competitive grant processes.

▪ **We rely on sustained communications with Congress and the Administration – and our clients.** As your “boots on the ground” in Washington we nurture relationships and build advocacy strategies. This kind of interactive dialogue helps pinpoint strategies and communications based on what we can realistically achieve. These communications extend to important stakeholder groups who can be both information resources and like-minded allies. Always, we believe in close collaboration with our clients to ensure they can make informed decisions.

▪ **We give honest assessments of situations and possibilities.** A public agency’s resources are not unlimited. Your Board of Directors and management team deserves to know where and how its resources are best put to use to get its desired results. Through sustained communications and the sharing of information, we are able to facilitate our clients’ direct advocacy on important budgetary, regulatory and legislative issues in timely and effective ways.

▪ **We use a “Principals Only” approach.** It’s important for our clients to know that the people who prepared and are making this presentation will be the people answering your phone calls and doing the work. We are the ones who will manage and execute the actual hands-on meetings and briefings, not associates or staff with whom you have never met.
▪ **Our Office is Your Office.** We recognize that being away from one’s office is not always the easiest thing to do, which is why we open up our offices to clients. Whether you need a quiet place to make a call, a conference room to hold a meeting, a venue to host an event, or have a last-minute printing need, we are accustomed to being a “home away from home” for our clients.

▪ **We hold ourselves to the highest standards.** We comply with all registration and reporting requirements of the Lobbying Disclosure Act of 1995, as amended, and the firm’s filings are public records with the Secretary of the Senate and the Clerk of the House of Representatives. We comply with federal, state and local conflict of interest laws and regulations.

### About Our Team

Our bi-partisan team is comprised of Julie Minerva, Eric Swedlund, David Wetmore, and Ken Carpi. Julie and Eric will manage the day-to-day aspects of the Authority’s advocacy program. They have a proven record of jointly managing client needs in the water resource arena and we believe their complimentary talents and experience will provide a strong team on behalf of the Authority.

**Julie Minerva, Partner** - Julie served as a legislative assistant to the late Congressman Robert T. Matsui (D-CA), before embarking on a highly successful career representing water and transit agencies. Her work on behalf of infrastructure projects caught the attention of *Washingtonian* magazine, which named her one of Washington’s “Top 40 under 40” lobbyists. She has served as a monthly columnist for the *Floodplain Management and Liability Reporter*, coauthored the “New Starts Handbook,” and is also a frequent guest speaker at national infrastructure conferences. Julie has a deep understanding of the U.S. Army Corps of Engineers and proven success in helping client’s water management needs and adapting infrastructure to sea-level rise.

**Eric Swedlund, Principal and Senior Policy Director** - Following his tenure as staff to Member of the House Transportation & Infrastructure, Eric was an appointee in the D.C. office of Governor Schwarzenegger. In this role, he served as the federal lobbyist for the California Resources Agency, including the Department of Water Resources; Cal-EPA; and Caltrans, among others. Over more than 20 years in Washington, Eric has become an expert in water resource issues, funding, and regulatory requirements. This includes two decades of work on water recycling and desalination, Colorado River and groundwater management, storage, and stormwater capture and reuse.
Ken Carpi, Managing Partner - Ken founded Carpi & Clay in 1986, building the firm into a well-recognized, successful and highly respected government relations firm. In addition to participating in our strategy development, Ken’s long background and deep understanding of the San Diego region’s federal and local delegation is complemented by his lengthy experience with water development in the region. As Managing Partner, Ken will oversee allocation of the firm’s resources and integration and provision of required staffing and capabilities.

David Wetmore, Partner - Throughout his professional career, David has been intimately involved in federal-state-local government relations. David currently represents several California local governments, associations and public institutions, including three California counties and institutions within San Diego County. Prior to joining the firm, David was the State of California’s chief federal representative for 8 years under Governors Pete Wilson and Arnold Schwarzenegger. In addition, David directed the Washington, DC office of a national trade association representing state public officials. A graduate of San Diego State University, David has a strong understanding of the Authority’s service area and issues.

How We Can Serve You

Given the breadth and geographic scope of our client base, our firm takes pride in understanding the dynamic interplay of federal-state-local relations. Our unique backgrounds have exposed us to the issues that affect the Authority for more than 25 years. Having been direct staff to major political leaders at the local, state and federal levels, we have been on “both sides of the table” - as advocates and as staff to public officials being lobbied. This unique perspective helps us to be very creative and nimble public policy advocates.

We will utilize all available resources to design and implement legislative, regulatory and funding solutions that address the Authority’s policy, regulatory, and project priorities. Advocacy tools that the team will use to advance your interests include:

- Strategic planning
- Coalition building
- Educating agency officials and political appointees
- Drafting and advocating for legislation and amendments
- Arranging, drafting and coordinating testimony
- Developing and implementing policy briefings
- Preparing witnesses for committee hearings
- Identifying funding opportunities
Navigating the processes, politics and regulations governing competitive grant and appropriations

When it comes to making written and oral presentations on the Authority’s behalf, be it a committee hearing statement, a talking points memo, a legislative briefing paper, or correspondence and communications for key audiences, we possess not only superior communication skills but a level of insight that can only come from having been on the receiving end of such materials.

Our comprehensive approach to complex issues facing the Authority involves a multifaceted strategy. When it comes to Washington, issues that appear straightforward never are. Success requires a nimble approach capable of coordinating multiple federal agencies that operate in silos.

We offer the Authority our long-standing relationships with decision makers in Congress and within the Administration to help break down barriers, find common ground, and – most importantly – to bring about positive change. We regularly participate in and coordinate with industry associations to ensure that our client’s priorities are advanced and projects are built.

Finally, we enjoy longstanding trusted relationships with the Authority’s congressional delegation and with federal resource agencies, including:

- U.S. Environmental Protection Agency
- U.S. Department of the Interior, including the Bureau of Reclamation and Fish & Wildlife Service
- National Marine Fisheries Service
- Office of Management and Budget
- White House Council on Environmental Quality
- U.S. Army Corps of Engineers
- Federal Emergency Management Agency

While our work on behalf of the Authority would be performed at the Federal level, our team has a good understanding of state-level funding programs; resources and regulatory agencies in California; and familiarity with goals and priorities of the Governor and Legislature. While we would not lobby on behalf of the Authority in California, we believe our understanding of this broader environment is helpful in evaluating, and leveraging, federal policies and funding resources.
Scope of Services

The expectations detailed by the Sweetwater Authority in its request for proposals are consistent with what we do on a daily, sustained basis for all our clients. We are accountable for the deliverables sought by the Authority and will maintain frequent communication with the Authority to ensure that we are meeting these expectations. Following is a detailed response to the services requested by the Authority.

Part A – Standard Services

1. Consultant shall maintain a presence on behalf of the Authority in the Washington, D.C. area. This includes assisting the Authority in developing and sustaining long-term substantive relationships with federal elected officials, staff, and administrators including staff with federal agencies where grant funding would be administered.

The offices of Carpi & Clay are located within a few blocks of the US Capitol, the Senate Office Buildings, and the House Office Buildings. We are conveniently located a short distance from the Environmental Protection Agency and Department of the Interior, the US Army Corps of Engineers, and many other governmental agencies.

Our daily work makes us frequent visitors to House and Senate members and staff, committee offices, and the Federal agencies that affect the Authority. This includes your local congressional delegation and Senators Feinstein and Harris; the Senate Committees on Environment & Public Works, Energy & Natural Resources, and Appropriations; and House Committees on Energy & Commerce, Natural Resources, Transportation & Infrastructure, and Appropriations.

Additionally, we have excellent working relations with the U.S. Department of the Interior, including the Bureau of Reclamation and Fish & Wildlife Service; the U.S. Environmental Protection Agency and the Office of Water; Department of Energy; Council on Environmental Quality; and Office of Management & Budget. Our work includes good communications with managers of programs that include the capital projects and financing needs of the Authority, such as Title XVI, WaterSMART, and the Federal overseers of EPA’s SRF programs, which are delegated to the State of California.

We also work frequently with associations and NGOs, including ACWA, AMWA, and NACWA. We have built strong relationships among these groups and always strive to maintain and develop strong working relationships with all of the key legislators and decision makers of interest to the Authority.

Even with the amount of change that frequently occurs among legislative and appointed officials, relationships remain as powerful as ever. People may change roles, but these changes frequently present opportunities for new ways to assess
solutions when familiar officials take on new roles or duties. We will work with you to identify the individuals who can help work on your issues immediately and those who can help in the long run. We will help introduce you and help each side understand the needs, limitations, and long-term goals of the other to develop the substantive relationships that will serve the Authority now and in the years to come.

2. **Review on a continuing basis all existing and proposed federal policies, programs and legislation, which may either positively or negatively affect the Authority.**

The Carpi & Clay team will keep the Authority apprised of bill introductions and progress, amendments, regulatory notices, Executive Orders, and other information that will help the Authority understand developments at the Federal level and be able to make informed decisions on its priorities in a timely manner.

3. **Provide timely assistance in identifying federal funds for the Authority as it relates to its water system infrastructure (including dams, reservoirs and habitat programs) and all of its operations.**

We are very familiar with federal funding programs across the spectrum of natural resource management. We believe it is important to engage legislators and program implementers at every stage of a program’s development and delivery. Our expertise and engagement has led to many important successes for our clients.

Our team understands the dynamics of federal grant programs and has been successful securing grants for agencies like the Authority. In a time of constrained budgets and proposed cuts, we also work on protecting appropriations for existing federal programs that are important to our clients. Our work has involved identifying appropriate grants, assisting with the preparation and submittal of grants, and the necessary advocacy with the federal agencies to support these requests— or the funding that underlie them.

No grants or funding strategy can be successful absent a strong knowledge of a client’s programmatic needs and profile. It is for this reason that we would spend time developing a deeper understanding the Authority’s programmatic needs and projects as a means to target our strategy.

4. **Develop, in cooperation with the Authority’s Management team, an annual strategic work plan identifying from a list of Authority’s priority projects that can be best positioned for federal funding support, or which require legislation or federal action to be effective.**

We have direct experience planning for and preparing legislative platforms. The key to preparing a successful legislative plan will be our in-depth understanding of the Authority’s evolving needs and the emerging trends in federal funding and policy development. We look forward to working with you on this plan.
Ideally, our core team would travel to the Authority for an intensive strategic planning session. The Carpi & Clay team would use this opportunity to get acquainted with the Authority’s leadership, senior staff and department leaders. We would present our assessments of opportunities and challenges in Washington and the legislative climate and political dynamics – all with the goal of advancing the Authority’s goals.

On an annual basis, we meet with each of our clients to develop work plans for the legislative session. Each client’s process is different. These planning sessions help us develop a list of priorities and begin mapping out advocacy strategies with action steps that we will be taking and recommended actions for the client. As discussed later in this RFP response, we are willing to travel to meet with the Governing Board and management team at other times to ensure that the work plan is meeting the Authority’s needs.

5. Submit written quarterly reports that reflect progress and status in meeting the objectives of the annual strategic work plan. Included in this report would be timely information, assessments and reports on federal legislation, budgetary, and regulatory issues affecting the Authority.

Frequent communication is essential to a successful relationship, accountability, and the achievement of desired objectives. At a minimum, we will provide a quarterly written report. However, we will also provide more frequent updates – via phone, email, or written reports – as the need arises and when requested. Our goal is to ensure that the Board and management are comfortable that they know what is happening in the Federal space. We would report on legislative hearings, federal agency developments, rulemaking, development of the annual budget and appropriations, and other relevant news.

6. Conference call with the Management team to discuss the annual strategic work plan, as well as to discuss congressional activities and lobbying services. This would be up to two (2) times per year and generally in the fall and winter.

We appreciate the opportunity to discuss the Authority’s work plan and developments with the Management team. We will be available as is convenient for the Authority’s team.

7. Receive and respond to verbal or written communications from the Authority’s Management team. The Consultant should also demonstrate ability to work cooperatively and locally with local partners.

Strong communication is key to any relationship. We are available via phone, email, text, or U.S. Mail and we strive to provide prompt, clear responses. The Carpi & Clay team is available to work with local partners as directed by the Authority.
8. Plan and coordinate up to two (2) Washington, D.C. visits for one of the Authority’s Management team members. This includes arranging and accompanying the Authority representatives to meetings with members of Congress and their staffs, federal agency staff, and administration officials. The Consultant is to provide the Authority with the schedule for such visits whereby it can maximize the objectives of the annual strategic work plan. This effort would also include coordinating with appropriate congressional committees or subcommittees, participation in rulemaking proceedings and other administrative agency or legislative procedures, and, if required, testify on legislation or policies which affect the Authority and particularly those directly connected to a project submitted by the Authority for funding.

Carpi & Clay will prepare a list of targeted meetings for the Authority’s Management representative. The meetings will include, but not be limited to, the Authority’s congressional delegation; committees of jurisdiction relevant to the Authority’s needs; Federal departments and agencies at the appropriate level; and White House Executive Offices, including the Office of Management and Budget, if needed.

We will request these meetings on behalf of the Authority, keep you apprised of meetings as they are secured, and prepare agendas and debriefs for these meetings. In addition, Carpi & Clay will assist in the preparation of any white papers, letters, talking points, etc., and plan pre-meeting briefings for the visiting member of the team.

Team members from Carpi & Clay will accompany the Authority to these meetings and provide the level of support desired. This can include note taking to provide an accurate record of the meeting and capture follow-up items from each side, preparation of thank you notes, and requests for or delivery of additional information.

Part B – Potential Additional Services

1. Should the Authority pursue federal grant funding as identified by either the Authority or Consultant the Consultant shall provide timely assistance in securing federal funds for the Authority. This would also include providing assistance to the Authority in developing and competing effectively for federal grant applications. The Consultant is not expected to prepare grant applications, but should be available to review and comment on these.

Carpi & Clay is happy to provide this assistance and will support these efforts in coordination with the Authority. We continue to be successful in building an extensive campaign-like response that includes reviewing grant application documents, gathering letters of support from stakeholders and elected officials, and building a network of advocates in Washington on behalf of these opportunities.

Notices of Funding Availability (NOFAs) appear in the Federal Register throughout the year. We track these publications in addition to working with Federal agencies.
to learn of such opportunities prior to their official release. As we become aware of new funding opportunities, we review them and will alert the Authority to relevant opportunities.

Once federal funding is secured, there can still be administrative hurdles. We will work with you to review all past federal funding to (1) ensure that resources have been used for their intended purpose; and (2) resolve any outstanding administrative issues. This is not only important to the advancement of priority projects but also to ongoing messaging to your congressional delegation and Federal agencies. Federal resources are highly competitive and congressional offices and agency officials are more likely to assist those entities that have been good stewards of federal funds in the past.

In the event an application is not accepted, we work with you to arrange a debriefing with agency staff to better understand the reasons for their decision and to adjust for future applications. The lessons learned from these meetings have proven invaluable and have led to successful applications in later offerings.

2. Develop and process required legislation or federal action to be effective to secure federal grant funding.

As discussed previously, Carpi & Clay will work with the Authority to make the strongest case possible for federal assistance.

3. Represent the Authority’s interests before Congress and with Senate, federal agencies, and other federal officials and administrators in the effort to secure federal grant funding.

All members of the Carpi & Clay team have experience working with Congress, the Administration, and outside associations and coalitions to make a strong case for federal funding opportunities.

4. Provide a presentation before the Authority’s Governing Board as requested by the Management team.

We are prepared to meet with the Governing Board under the terms discussed in the Authority’s RFP. Such meetings and presentations are mutually beneficial and serve an important role in improving communications and strategy.

5. Travel to the Authority’s Administrative office in Chula Vista as requested by Management team for any reason.

Carpi & Clay will be happy to work with the Authority to arrange travel as needed under the terms discussed in the RFP.
Examples of Our Work

Consultant demonstrates proven ability to represent local government clients like the Authority to Congress and provide at least three (3) relevant projects.

Our list of accomplishments for our clients is long and extensive. We have listed just five examples below because we believe they best relate to the type, variety, and scope of work envisioned on behalf of the Authority.

- $2 million grant to the Victor Valley Wastewater Reclamation Authority. This award came after previous rejections. We arranged a debrief on the application followed by meetings at the Department of the Interior that led directly to a successful award. Our client, the Town of Apple Valley, is a member of the JPA that forms the Authority and we intervened with the Bureau of Reclamation on their behalf.

- Our work on water issues for the San Diego region on behalf of the San Diego Water Authority includes achieving the highest cumulative allocation of Title XVI Water Reclamation funding of any region in the country (now more than $40 million); achieving landmark federal legislation to allow the lining of the All-American Canal to proceed in the face of a federal lawsuit halting construction; and, intervening with the Army Corps of Engineers at both the District and Headquarters level to facilitate the issuance of a permit for the raising of San Vicente Dam, which had been unnecessarily delayed.

- With Tulare County’s Success Lake dam safety project in jeopardy, we worked with the Corps of Engineers, Office of Management and Budget, and the County’s bipartisan Congressional Delegation and Senators Boxer and Feinstein to secure an $18 million line-item in the President’s budget, reversing the previous year’s budget that included no funds. Based on this presidential “marker,” we successfully advanced appropriations for the Success Lake project. This strategy continues with direct consultations with the Corps’ District staff, assisted by Rep. Kevin McCarthy’s staff that is holding the Corps accountable on its process and the project timetable.

- We worked directly with the Economic Development Administration, including site visits by EDA staff, in a successful effort to obtain a $2 million Economic Development Administration grant for the City of Barstow wastewater treatment facility.

- We notified the City of Vista of an opportunity to apply for a $1.6 million DHS/SAFER grant for city firefighters. We worked with the local congressional delegation to gain support for the eventually successful grant request.
**Ability to Perform Work**

Carpi & Clay is responding to this RFP because we believe we can perform the work expected by its Consultant. Our workload on behalf of our current clients will not prevent us from performing the work expected by the Authority outlined in its RFP and to be finalized in an Agreement for Services.

**References**

**Public Agencies**

**Long Beach Water Department**  
Lana Haddad, Director of Government and Public Affairs  
1800 E Wardlow Road  
Long Beach, CA 90807-4931  
(562) 570-2309  
Lana.Haddad@lbwater.org

**Port of Stockton**  
Jeff Wingfield, Environmental and Public Affairs Director  
2201 W. Washington Street  
Stockton, CA 95201  
(209) 946-0246  
jwingfield@stocktonport.com

**San Diego County Water Authority**  
Dennis Cushman, Assistant General Manager  
4677 Overland Avenue  
San Diego, CA 92123  
(858) 522-6785  
dcushman@sdcwa.org

**Congress**

We enjoy trusted bicameral and bi-partisan working relationships with Members of Congress and their staff. These relationships extend outside of the Authority’s immediate congressional delegation to include Chairs and Ranking Members of relevant water resource committees. These relationships are the result of decades of experience and our commitment to being problem solvers.
**Carpi & Clay Client List**

The following is a list of all clients that we currently represent in Washington, DC.

California Earthquake Authority
California Independent Petroleum Assoc.
California Marine & Navigation Conf.
California Travel & Tourism Commission
City of Anaheim
City of Barstow
City of Encinitas
City of Santa Barbara
City of Vista
County of Kern
County of Los Angeles
County of San Joaquin
County of Tulare
Indio Water Authority
Long Beach Water Department
Morro Bay Harbor
Multnomah County Drainage District

Northern Indiana Commuter Transportation District
Packard Children’s Hospital
Port of Long Beach
Port of San Diego
Port of Santa Cruz
Port of Stockton
Port San Luis Harbor District
San Diego County Water Authority
San Diego State University
Santa Clara Valley Water District
Stanford Healthcare
Sutter Butte Flood Control Agency
Town of Apple Valley
Transbay Joint Powers Authority
Ventura Port District
Western States Tourism Policy Council

**Price Proposal**

We believe that the work programs outlined in Part A and Part B are indistinguishably similar. The development of relationships with members of Congress, their staffs, administrative agencies, and other non-governmental interests is critical to both A and B. Additionally, gaining a complete understanding of the Authority’s issues, needs, and programs is vital to success in both instances.

However, because the RFP requests a separate price proposal for Part A, we are prepared to accomplish the scope of work under Part A for a fixed retainer of $3,000 per month.

Additionally, Carpi & Clay proposes to accomplish the scope of work as outlined in the RFP and in this proposal, under both Part A and Part B for a fixed retainer of $5,000 per month.

The monthly retainer includes all administrative overhead and miscellaneous costs. Travel to San Diego, as requested by the Authority, would be reimbursable and billed at cost.
Addendum – Additional Team Biographical Information

Ken Carpi manages the Carpi & Clay Washington, D.C. office and legislative/advocacy activities. With more than 25 years of experience in the public sector, including more than 20 years at the federal level, he plays a major role in developing and implementing effective federal legislative and regulatory strategies. He directs a staff that works to craft approaches and develop partnerships that will meet, and often exceed, client expectations.

As legislative director for U.S. Senator Pete Wilson from 1982 to 1986, Ken spearheaded and directed all legislative efforts on behalf of the nation’s largest state. Natural resources issues, transportation funding, housing and public works projects were of key importance to the legislative program he implemented.

Ken also served as a Senior Policy Assistant to Pete Wilson during his tenure as Mayor of San Diego. Ken has a degree in Public Administration from San Diego State University and has completed graduate work in Urban Studies. He holds the rank of Commander in the U.S. Naval Reserve.

Julie Minerva a recognized leader on transportation and infrastructure efforts has worked on a variety of projects in 25 states including her home state of California. A former legislative assistant to the late Congressman Robert T. Matsui (D-CA), she has represented transit agencies, commuter railroads, short line railroads, ports, water districts, flood control authorities, cities, counties, airports and a joint powers authority in connection with rail line relocations, light-rail extensions, bus storage maintenance facilities, fleet replacement, airports, innovative finance, economic development, levees, dams, navigation channels, environmental restoration, and base reuse.

Julie’s work on behalf of infrastructure projects caught the attention of Washingtonian magazine, which named her one of Washington’s “Top 40 under 40” lobbyists. She has served as a monthly columnist for the Floodplain Management and Liability Reporter, coauthored the “New Starts Handbook,” a guide for congressional staffers to navigating the FTA process, from concept analysis and alternatives analysis study through final design, construction and operation and organized the first “New Starts Day on the Hill” for the New Starts Working Group. She is also a frequent guest speaker at national infrastructure conferences and a regular participant of the American Public Transportation Association. But most important, she is a dedicated transit advocate in both her professional and personal life. When Julie heads to Capitol Hill or the FTA for her transit clients, she takes the metro and, and until very recently, lived car-free for over a dozen years in downtown Washington.
Eric Swedlund has worked for more than 20 years with Congress, the White House, federal and state agencies, and interest groups from across the spectrum of public debate. During this time, his focus has been on legislative and regulatory issues in infrastructure and natural resources at the Federal, State, and local level. He has been directly involved in funding and regulatory implementation issues associated with State/Federal transportation programs, flood risk reduction, the Clean Water Act, and other major statutes.

Prior to joining our team, Eric served as a deputy director of California Governor Arnold Schwarzenegger’s Washington, DC office, managing the large issue portfolio that encompassed transportation, trade, and natural resources (water, oceans, forestry, energy, and environmental regulations). In this capacity, he worked with national and regional associations, including WASHTO and the Western Governors Association. Previously, Eric served as Legislative Director to former Congressman Steve Horn of California where he was responsible for all aspects of transportation, defense, intelligence, trade, and water resource issues.

Among his major accomplishments, Eric worked to secure federal funding and financing for the Alameda Corridor rail project, funding for the Pier 400 project at the Port of Los Angeles, and extensive changes in federal flood insurance programs coupled with securing funding to complete flood risk improvements along the Los Angeles River. He also served as the lead federal advocate for the State of California and California Department of Transportation (Caltrans) during multiple federal surface transportation authorizations. He helped negotiate and then implement at the federal level California’s Consensus Principles for Reauthorization that included support for key freight corridors and project delivery streamlining provisions that have been expanded upon in MAP-21 and the FAST Act. He also worked with federal and state authorities to secure statutory changes allowing the obligation of funds to support construction of HOV lanes within funding deadlines set by Congress.

Eric graduated from the University of Kansas with a Bachelor of Arts degree in philosophy and a Master of Arts degree in political science. He has worked in the People’s Republic of China and Japan.

David Wetmore brings 30 years of hands-on government and Congressional relations experience to our clients and a record of providing strategic guidance to elected officials on a bipartisan basis. Throughout his career, he has stood at the intersection of federal-state-local relations and participated in major federal legislation and decisions impacting states and local governments.

His experience and expertise include the legislative process, public policy and issue management/development, and strategic planning and communications. He has been the direct liaison with the Executive Branch, the Congress, the nation’s governors and their senior staff, industry representatives, trade associations, and corporate officers. David
served as the chief Washington, DC representative for two California governors, spanning eight years, working for Governor Pete Wilson and Governor Arnold Schwarzenegger.

Before joining the firm, he was Schwarzenegger’s chief federal policy advisor and representative to the White House and served as the frontline resource and liaison to California’s 55-Member Congressional delegation. He coordinated all aspects of California’s federal policy agenda and directed specific strategies that secured changes in federal law to achieve the State’s objectives and boost California’s share of federal funds, including but not limited to transportation/transit funding formula issues, water resources, health care, social services and other areas. He worked very closely with other states and western state governors to promote regional priorities, including environmental policies and resource management, tourism promotion, education funding, criminal justice reform and regional mobility.

David graduated with a double major in Political Science and French from San Diego State University. In addition, he is a graduate of the Institute d’Etudes Politiques, France.
PROPOSAL FOR FEDERAL LOBBYING SERVICES

Prepared for:

Sweetwater Authority

Proposal Contact:

Michael Esposito
President
Federal Advocates, Inc.
mesposito@federaladvocates.com
May 8, 2017

Mr. James Smyth  
General Manager  
Sweetwater Authority  
505 Garrett Avenue  
Chula Vista, CA  91910  

Mr. Smyth:

Federal Advocates, Inc. (the “Firm”) is pleased to submit this proposal for federal lobbying services to Sweetwater Authority (the “Authority”). Federal Advocates is a full-service, bipartisan government advocacy firm that specializes in providing strategic counsel to implement effective and successful federal legislative and regulatory matters on behalf of its clients.

The Firm is comprised of a diverse team of public policy professionals who have over 100 years of combined experience working on federal issues. As former Members of Congress and senior congressional staff, the Firm’s principals have extensive experience working with Congress and the Executive Branch. The Firm’s successes are the products of creativity, ingenuity, determination, tenacity and an overriding desire to succeed. The Firm assists its clients in devising and executing advocacy strategies to successfully achieve their goals. Collectively, the Firm has secured well over $2 billion in federal funding. Coupled with this are numerous successes on the policy side, many of which broke new ground in the legislative and administrative processes.

The Firm is well suited to provide effective and insightful representation given the unparalleled experience, knowledge and collective approach of its professionals. We would be honored to work on behalf of Sweetwater Authority.

Sincerely,

Michael Esposito  
President
THE FIRM

Federal Advocates, Inc. is a premier, full-service, bipartisan advocacy firm. The Firm’s headquarters is located just steps from the White House at 1701 Pennsylvania Avenue, Suite 300, Washington, DC 20006. The office phone number is (202) 351-6855, and the website address is www.federaladvocates.com.

WASHINGTON, D.C.
1666 K Street, NW
Suite 1110
Washington, D.C. 20006

NEW YORK CITY
110 Wall Street
11th Floor
New York, NY 10036

LOS ANGELES
1999 Avenue of the Stars
Suite 1100
Century City, CA 90067

The Firm’s clients include associations, coalitions, cities, counties, international governmental authorities, nonprofits, private businesses, service organizations, and other entities. The Firm’s headquarters in Washington, DC is staffed by 20 full-time employees including, a President, Counsel, Director of Public Affairs, Director of Government Affairs, State Director, Public Policy Directors, Legislative Directors, Director of Communications and Project Development, Legislative Research Assistants, Staff Assistants, and administrative personnel. This diverse team of public policy professionals has well over 100 years of combined experience working on federal issues. As former senior congressional committee staff, the Firm’s principals have extensive experience working with the Legislative and the Executive Branches. The Firm’s successes are the products of creativity, ingenuity, determination, tenacity and an overriding desire to succeed.

The professionals at Federal Advocates have extensive experience promoting various interests before Congress and the Executive Branch. The Firm’s track record on both funding and policy issues is second to none. Federal Advocates has a history of “pushing the envelope;” that is, pursuing goals that others thought unachievable and achieving successes that others thought impossible. It has done that through commitment, openness, assertiveness, creativity, enthusiasm, confidence, and integrity coupled with a purposeful, analytical and organized strategy. The funding and policy successes of the Firm more than demonstrate the underlying level of its experience. The Firm also has an in-depth institutional knowledge of the inner workings of the Congress, the Executive Branch and the various State, county, regional and local offices and departments.
KEY PERSONNEL

The following principals will be key to this engagement:

Michael Esposito, President

Michael Esposito is widely regarded as an expert in securing federal funding. After serving as a staff member of the House Transportation and Infrastructure Committee, Esposito left the Hill in 2000 to pursue a career in advocacy. He has strong relationships with key Members of Congress, including members of the House and Senate Appropriations Committees. In addition, Esposito maintains a strong personal and professional relationship with the current Administration.

Due to his unmatched knowledge of the Parliamentary Rules of the House and the Senate, coupled with his strong contacts, Esposito is often consulted upon to contribute to landmark legislative policy. From the “outside,” he has been instrumental in the creation of several significant pieces of legislation. As Managing Partner of the Firm, he provides congressional and Executive Branch liaison on various legislative and policy initiatives with a focus on appropriations, grants, policy initiatives and budget issues. He has successfully secured well over $2 billion for clients of the Firm. His experience is unmatched, representing some of the most well-known infrastructure interests in the country. Esposito is often looked upon to provide strategic counsel for legacy transportation projects. He has worked with clients in developing strategies, drafting legislation, preparing project proposals, assisting in submitting necessary project proposal information, coordinating the various needs/requirements between the client and congressional office, monitoring the legislative process, organizing and attending client DC briefings, monitoring the congressional process in its entirety, and assisting in agency implementation on behalf of clients. Regarding the latter, he has developed extensive contacts with key officials in the Executive Branch.

Michael Esposito has a strong personal and professional relationship with President Trump, his family, and his senior advisors. Esposito worked on behalf of Mr. Trump, dealing directly with the General Services Administration regarding purchasing the Old Post Office in Washington, DC, as well as with the Environmental Protection Agency, dealing directly with endangered species laws. In addition to President Trump, the Firm enjoys a strong relationship with key advisors to the President including Mr. Kushner, the President’s son-in-law. Michael Esposito worked on behalf of Mr. Kushner, assisting in real estate development deals. Within the Trump family, the Firm has worked with Eric Trump, the President’s son, regarding the purchase of a golf resort in Northern Virginia. No other Washington, D.C. lobbying firm enjoys a previous working relationship with both President Trump and his immediate family.

Michael Esposito is the only DC lobbyist who worked for Mr. Trump and therefore has an open line of communication to the President of the United States.
CONGRESSMAN JOHN SWEENEY, COUNSEL

John Sweeney is a former four-term Republican, who rose to power as a Republican representing New York’s 20th congressional district in the United States House of Representatives from 1999 to 2007. He proudly served as a member of the influential House Appropriations Committee and served as Vice Chairman of its Subcommittee on Transportation, Treasury, Housing and Urban Development and related agencies. He was also assigned to the Homeland Security and Foreign Operations Appropriations Subcommittees. Sweeney developed a proven formula to pass effective legislation that both united his colleagues and crossed party lines to build consensus. During his time on the Hill, Sweeney championed legislation that promoted job creation and economic growth.

In recent years, Sweeney has been called on to help the political process both locally and nationally as a political strategist and an election compliance lawyer. In 2012, Sweeney worked during the primary season for former U.S. House Speaker Newt Gingrich's presidential campaign. In 2016, having known him though his many years in New York politics, Donald Trump hired Sweeney in April to help with his nascent campaign. Primarily, he was asked to organize the State of New York for the primary and handle its campaign compliance. Trump's overwhelming primary victory in New York – the real estate mogul won 89 of the Empire State's 95 delegates to the Republican National Convention – clearly helped launch the upstart campaign on the path towards the GOP nomination. After Trump's election day victory, Sweeney, as the campaign's deputy counsel, led the effort on the ground in Wisconsin and Michigan to protect the campaign's advantage in those two key swing states during the recounts initiated by the Green Party’s Jill Stein. On December 15, 2016, Sweeney was appointed to the executive committee on President-Elect Trump's transition team, placing the former congressman at the center of the important personnel decision-making process.

JIM JAKEL, STATE DIRECTOR

Jim Jakel has had a distinguished career as a City Manager and Economic Development professional. Most recently he served as City Manager of Antioch, California for 10 years until December 2013. Working with the Mayor and City Council, Jakel guided the City through the 2008-2011 recession, successfully averting a potential bankruptcy. In his final two years, he strategically positioned the City to begin its economic recovery that continues today. Jakel also worked in Martinez, California as City Manager from 1989-1996. On two subsequent occasions, he served in Martinez as Interim City Manager, most recently in 2014. Jakel, as Executive Director, led the Contra Costa Council, the East Bay Area’s premier private sector business and public policy organization, from 1996-2003.
J.J. KEEVER, COUNSEL

J.J. Keever has over 36 years of experience in government relations with a comprehensive knowledge of business and international trade. With his background, he provides clients with the experience, creativity and energy to make them successful. He has provided testimony to congressional committees, position papers for the Administration, and secured legislation through Members of Congress.

Keever is a versatile maritime industry business leader and executive with more than 25 years of progressively increasing experience, including comprehensive, broad-based knowledge of strategic planning; positioning; policy development; liaison to state, local, and federal governments; pricing; capital expansions; staff management; client solicitation; customer relations; international trade and relations; organizational behavior; and evaluation.

PETER MIRIJANIAN, DIRECTOR OF PUBLIC AFFAIRS

For over 25 years, Peter Mirijanian has provided public affairs expertise to dozens of corporate, trade association and individual clients. He has directed and implemented crisis and litigation communications efforts, with a primary focus on national media, on behalf of corporate clients and law firms on a variety of high profile topics, including class action suits, proposed corporate mergers, international trade disputes, casino gaming and public health issues.

Utilizing decade-long relationships with the national press corps, he initiated and managed the media coverage and editorials that have appeared in national outlets, including The Washington Post, New York Times, Wall Street Journal, along with the broadcast networks. He has also devised and executed media tours, editorial board meetings and talk radio campaigns for clients in markets across the country.

He is a crisis communications commentator in national publications, and for NBC’s Today Show, The FOX NEWS Channel, MSNBC, including "Hardball with Chris Matthews", and CNBC’s Power Lunch and Closing Bell.

Previously, he worked for three years in corporate advocacy as a Senior Counselor at Powell Tate, and led non-profit media campaigns while at Fenton Communications. He served on the national advance staffs of the Dukakis/Bentsen ‘88 campaign, Clinton/Gore ‘92 and ‘96 campaigns as well as the Gore/Lieberman 2000 campaign, and has traveled internationally in that capacity for President Clinton and Vice President Gore.
SCOPE OF SERVICES

With regard to how the Firm would carry out the services required by the Authority, its approach would be multifaceted and would include, but not be limited to, assisting in the development and sponsorship of the Authority’s federal legislative goals, needs and priorities; being proactive in monitoring and identifying public policy opportunities; monitoring, reviewing, and advising the Authority of legislation, federal budget impacts, and issues which may affect it; pursuing and enhancing relationships with key Members of Congress and officials of the Executive Branch; working with federal legislative officials to advance the Authority’s agenda; coordinating and conducting meetings with appropriate federal elected and appointed officials and legislative and agency staff; assisting in preparing and/or reviewing various advocacy materials including written correspondence and presentations; attending hearings and arranging opportunities for the Authority to participate in hearing testimonials or submission of comments; and, in general, providing an exceptional level of customer service in representing the Authority’s interests. In furtherance of that, the cornerstone of the Firm’s services would be the development and subsequent implementation of a “Federal Legislative Agenda.”

At the outset of the engagement and on an annual basis at the beginning of the year, the Firm would engage in discussions with the Authority to gain a complete, in-depth understanding of its federal priorities and begin to work to identify opportunities and tactics that produce the greatest return. Once this strategic assessment is completed, the Firm will provide the Authority with a proposed comprehensive strategic outline. Initial thoughts of the components of such an outline, pending the results of the strategic assessment, are: (1) the Authority’s public policy goals, needs and priorities; (2) the overall menu of potential policy opportunities; (3) the details of each identified public policy option; (4) the implementation strategy; (5) identification and assessment of support activities; (6) timetable; and (7) list of deliverables.

Once the outline has been reviewed and modified to everyone’s satisfaction, the Firm, again in close consultation with the Authority, will draft for review and comment a comprehensive Federal Legislative Agenda to advance the goals, priorities, and specific programs and achieve both short- and long-term results. We see such an approach - a Federal Legislative Agenda - having the following benefits: organization, thoroughness, completeness, consistency, accountability, and openness.

In addition, the Firm’s scope of services will include the following (in no particular order):

1. **Identify federal priorities**
   Meet with key Authority staff to identify and prioritize federal legislative and regulatory goals, needs and priorities.

2. **Develop a Federal Legislative Action Plan**
   As a result of the above, draft a detailed action plan for the upcoming calendar year including, but not limited to, the Authority’s legislative platform, action items, assignment of responsibility, timing, deliverables, etc.
3. **Enhance relationships with federal legislators**
   This would not only include the Authority’s congressional delegation, but also other key Members of Congress.

4. **Enhance relationships with federal Executive Branch agencies**
   This would include the Department of the Interior, Commerce, etc.

5. **Enhance relationships with federal staff**
   This would include the personal staff of Members of Congress and federal agencies, as well as the staffs of key congressional committees.

6. **Monitor Federal legislative and regulatory activity**
   This would include a monthly written report on federal legislative and regulatory issues of interest to the Authority.

7. **Communicate position on proposed legislation and regulations**
   This could take various forms: visits, drafting letters, emails, phone calls, etc.

8. **Monitor the federal grant process**
   For solicitations that may be of interest to the Authority and to assist with grant applications and letters of support (see separate section on grants).

9. **Track the budget and appropriations processes**
   For issues and opportunities.

10. **Recommend legislative and regulatory policy**
    This could take the form of a policy recommendation memo to the Authority coupled with a briefing on the issue.

11. **Organize/participate in key meetings/briefings in Washington**
    The audience and timing would depend on the status of a given issue.

12. **Deliver testimony to Congress**
    Monitor the congressional hearing process for opportunities to testify on matters that impact the Authority and/or submit testimony for the record on behalf of the Authority; in either case, draft the testimony for review.

13. **Draft letters expressing positions on various issues**
    To key legislative and/or regulatory officials, for signature by the Authority.

14. **Recommend appropriate positions on federal legislative and regulatory issues**
    After thorough analysis of the issues, and coupled with suggested strategy.

15. **Report to the Authority and its Board as requested**
    Oral presentation with accompanying written report.
16. Identify and secure collaborative efforts with other association/coalitions
Work to build a strong alliance with trade associations/coalitions advocating similar issues.

17. Implement routine administrative activities
Including scheduling meetings and special events and provide all the logistic support.

Federal Advocates, Inc. has successfully planned and executed “fly-in” days for both municipal clients and large trade organizations. Many of the large organizations exceed 25,000 members and the Firm was responsible for arranging meetings for over 500 guests in addition to basic travel logistics. The Firm is proud of its stellar reputation of hosting clients - whether that’s one Mayor or 500 association members. Many of our clients immediately express gratitude for the overall organization and professionalism during their visit. As an example, please see the following letter, written at the direction of Contra Costa Supervisor Federal Glover.

Jul 1, 2013

VIA ELECTRONIC MAIL AND U.S. MAIL

Mr. Sante Esposito
Federal Advocates, Inc.
1701 Pennsylvania Avenue, Suite 300
Washington, D.C. 20006

SUBJECT: LETTER OF THANKS

Dear Sante:

I want to take this moment to thank you for the high quality of service you have consistently provided over the years to the Western Recycled Water Coalition, formerly the Bay Area Recycled Water Coalition. We have much appreciated your strong work ethic, consistent promptness and the high level of organization you have in place when we and our member agencies and elected officials visit Washington D.C. On these trips, you provide for the greatest level of efficiency and highest use of our time by ensuring the precision of our movements and attention to meeting schedules at each office that allows for us to cover a lot of visits. This extends from the moment we arrive, through very full days of meetings, to the time we depart. This high level of service enables us to give our ratepayers as productive an effort as possible; we are able to accomplish significant quality interactions in a very strategic way.

This high quality of service was noted recently by our Board member Federal Glover, who also serves on the Contra Costa Board of Supervisors, providing the opportunity to once again extend our thanks to you.

Sincerely,

Gary W. Darling
General Manager, DDSD
Lead Agency for the Western Recycled Water Coalition

JSD:dej

cc: Delta Diablo Sanitation District Board Members
District File No. 50024.03.04
Chron File

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The following highlights the key relationships required for this engagement:

**The White House**

The Firm is confident that it can immediately work to best position the Authority in dealing directly with the Trump Administration. As mentioned above, the principals of the Firm, particularly Michael Esposito, have a strong personal and professional relationship with the President and his senior advisors. Michael Esposito worked on behalf of Mr. Trump, dealing directly with the General Services Administration regarding purchasing the Old Post Office in Washington, DC, as well as with the Environmental Protection Agency, dealing directly with endangered species laws. In addition to President Trump, the Firm enjoys a strong relationship with key advisors to the President including Mr. Kushner, the President’s son-in-law. Michael Esposito worked on behalf of Mr. Kushner, assisting in real estate development deals. Within the Trump family, the Firm has worked with Eric Trump, the President’s son, regarding the purchase of a golf resort in Northern Virginia. No other Washington, D.C. lobbying firm enjoys a previous working relationship with both President Trump and his immediate family.

In addition to Mr. Esposito, former Congressman John Sweeney enjoys a strong relationship with President Trump and his family. Sweeney was there for the President when he needed him at critical points of the campaign – to run the campaign in New York and be the point person during the recount process in both Wisconsin and Michigan. After the election, President Trump asked Sweeney to be the lead in recommending and vetting candidates for cabinet level political appointments. Sweeney has selected and vetted every key political appointee to date.

No other DC lobbying firm can say that its team is comprised of a senior campaign staffer and a lobbyist who worked for years directly for Mr. Trump.

**Congress**

The Firm prides itself on its institutional knowledge in both the authorization and appropriations processes. In doing so, the Firm enjoys a strong working relationship with Members of Congress (and senior staff) on key House and Senate committees. Particular to this engagement, the Firm enjoys a strong working relationship with the following congressional committees:

- House Natural Resources Committee
- House Transportation and Infrastructure Committee
- Senate Energy and Natural Resources Committee
- Senate Environment and Public Works Committee

Having represented a significant number of California municipal entities, the Firm has worked closely with Senator Feinstein in secure funding as well as significant public policy. Most recently, the Firm worked with Senator Feinstein to draft a standalone bill authorizing construction of numerous California water recycling plants (see section on “Related Work” below). Shortly thereafter, the Firm worked with a large group of Senators to whip enough votes
to secure final passage of the legislation. No one else has secured more federally authorized and appropriated funding for water recycling and desal plant construction. In order to accomplish this, especially with a ban on earmarks, the Firm had to rely on its institutional knowledge of the legislative process in addition to its close relationship with senior Members of Congress.

**AGENCIES**

The Firm works closely with all 26 federal agencies. As an example, the Firm enjoys a strong working relationship with the Department of Interior. Immediately following the presidential election, John Sweeney and Michael Esposito were both engaged by the Trump campaign to put together Cabinet recommendations. Congressman Zinke, now Secretary of Interior, was Michael Esposito’s recommendation to the Trump campaign. The Firm, specifically Michael Esposito, has a strong relationship with Secretary Zinke and helped whip votes during the Senate confirmation process.

In addition to the Secretary, the Firm has a strong working relationship with the Bureau of Reclamation. The Firm is currently working with the Administration to vet potential candidates to fill the vacant commissioner position.

**FEDERAL GRANTS**

To date, the Firm has secured over $750 million in federal grant funding. In doing so, the Firm has successfully obtained funding from all 26 federal agencies. Federal Advocates enjoys a sophisticated grant database tracking system. Daily, the Firm will monitor federal grant solicitations that are of interest to the Authority and assist in developing an advocacy strategy. A strategic approach will be employed in pursuing grants and agency discretionary funds (funding which the agency has as its discretion to spend separate and apart from the traditional grant solicitation process).

We will work with the Authority to identify all areas of need/interest and use that information to develop a grant solicitation database. Once a grant opportunity is identified, we would crosswalk the opportunity against the Authority’s grant solicitation database (organized by agencies and/or subject matter) for possible matches. If determined, we would advise the Authority and discuss strategy. Based on the original needs list of the Authority, we would take the initiative to reach out to the relevant federal agency to see if there is a “funding home” for specific items regardless of what guidelines appear in the grant solicitation database. Pending identification of subject areas, advocacy will focus on an ongoing review of the grant solicitation database to identify possible opportunities.

Once a grant has been targeted for application, Federal Advocates will assist the Authority in preparing/reviewing the application, advocating for inclusion, arranging pre-award meetings with key grant principals, securing letters of support, and advising/assisting on the implementation phase.
Specific to this engagement, the following project/policy examples were secured through the Firm’s unmatched level of institutional knowledge and senior level contacts. As just one example, over the last two years, the Firm has worked successfully to pass legislative language authorizing and funding the following recycled water projects for a total authorized share of $70 million:

- $8 million: South Bay Advanced Recycled Water Facility, City of San Jose and Santa Clara Valley Water District (Project Status: Constructed)
- $7 million: San Jose Phase 1C, City of San Jose – South Bay Water Recycling (Project Status: Constructed)
- $5 million: Mountain View, Moffett Area Reclaimed Water Pipeline Project, City of Mountain View and City of Palo Alto (Project Status: Constructed)
- $4.12 million ($35 million authorized): San Jose Phase 1A, City of San Jose – South Bay Water Recycling (Project Status: Constructed)
- $2.76 million: South Santa Clara County Recycled Water Project, Santa Clara Valley Water District (Project Status: Phases Constructed)
- $2.5 million: North Coast County Water District Recycled Water Project, North Coast County Water District (Project Status: Constructed)
- $2.25 million: Antioch Recycled Water Project, Delta Diablo Sanitation District and City of Antioch (Project Status: Constructed)
- $1.75 million: Pittsburg Recycled Water Project, Delta Diablo Sanitation District and City of Pittsburg (Project Status: Constructed)
- $1.1 million: Redwood City Recycled Water Project, City of Redwood City (Project Status: Constructed)

In addition to securing project funding, the Firm has been instrumental in developing significant energy and water policy initiatives. For example, the Firm worked closely with House and Senate staff in developing the Water Infrastructure Financing and Innovation Act (WIFIA). Using USDOT’s TIFIA program as a model, the Firm worked to draft the necessary legislative language that was ultimately included by Senator Feinstein.

The WIFIA Program pairs federally backed loans with tax-exempt municipal bonds which entice private financing of costly public water and wastewater infrastructure projects. The Program offers assistance to large, capital-intensive public projects that could cost as little as $20 million, but would typically be over $100 million.

Federal share of these loans or loan guarantees would cover 49% of the project’s cost. The Program works in tandem with the existing federal low-interest state revolving fund programs that are designed to fund projects under $100 million.
The Firm has provided services to the following California clients:

**Local Government**
- City of Aliso Viejo
- City of Anaheim
- City of Antioch
- City of Brentwood
- City of Garden Grove
- City of Laguna Niguel
- City of Lomita
- City of Long Beach
- City of Pittsburg
- City of Rancho Palos Verdes
- City of Richmond
- City of South Pasadena
- City of Thousand Oaks
- Los Angeles County
- Orange County
- Placer County Transportation Planning Agency

**Water Agencies**
- Center for Water Education
- Central Contra Costa Sanitary District
- Delta Diablo Sanitation District
- Western Recycled Water Coalition
  comprised of: CalWater, Central Contra Costa Sanitary District, City of Benicia, City of Brentwood, City of Ceres, City of Fresno, City of Hayward, City of Modesto, City of Mountain View, City of Palo Alto, City of Pleasanton, City of Redwood City, City of Sunnyvale, City of Turlock, Del Puerto Water District, Delta Diablo Sanitation District, Dublin San Ramon Services District, Ironhouse Sanitary District, Monterey Regional Water Pollution Control Agency, San Jose Water Company, Santa Clara Valley Water District, Town of Yountville, West Bay Sanitary District and Zone 7 Water Agency
- Yorba Linda Water District

**Ports**
- Port of Hueneme
- Port of Long Beach
- Port of Richmond

**Cultural Arts**
- Craft and Folk Art Museum
- Bowers Museum of Cultural Art
- Children’s Museum of San Jose
- Discovery Science Center
- Fox Theater
- Grand Vision Foundation
- Habitot Children’s Museum
- Kidspace Children’s Museum
- Mexican Museum
- Museum of Latin American Art
- Oakland Zoo

**Private Companies**
- Airship Ventures
- Albert D. Seeno Construction Company

**ADDITIONAL INFORMATION**

**Legal or Regulatory Violations**

There are no past, pending, or threatened litigation or regulatory actions resulting from the services provided by the Firm, which pertain to any item as requested and described in the Authority’s RFP for federal lobbying services. The Firm holds itself to the highest standard of
ethics. It has never engaged in any activity that has caused embarrassment to a client. The Firm avoids even the mere appearance of impropriety.

**Ethics and Transparency**

The Firm holds itself to the highest standard of ethics, avoiding even the mere appearance of impropriety and never subjects its clients to any concerns or embarrassment in this regard. There are no past, pending, or threatened litigation or regulatory actions resulting from the services provided by the Firm. In addition, the Firm has always abided by the strict lobby reporting requirements set forth by both the House of Representatives and the Senate. The Firm has an unblemished record with the House and Senate and its records and reports can be accessed to ensure validity.

**Conflict of Interest**

There are no existing or anticipated conflicts of interest that preclude the Firm from acting on behalf of the Authority, including engagements with other clients, consultants or lobbyists. As specific in the Authority’s RFP, the Firm has no existing or past financial relationships with any current or former members of the Authority’s Governing Board and staff nor said member’s employers.

**Workload Statement**

The Firm’s current workload includes municipal entities, trade associations, non-profits and privately held companies. All of which will have no effect on the services that the Firm will provide to the Authority. Providing federal advocacy services to the Authority will not affect the scope of work that is finalized with the Agreement for Services. As mentioned above, the Firm’s current workload of clients and issues do not pose a conflict of interest with the Authority.

**REFERENCES**

The following governmental agencies are references specific to this engagement: (additional references available upon request):

Pete Longmire, Mayor Pro Tem and Board Member  
Client: City of Pittsburg and Delta Diablo Sanitation District  
Cell: (925) 330-2780  
Email: petelongmire@yahoo.com

Mark Wandro, County Administrator  
Client: Polk County, Iowa  
Polk County Administration Building  
111 Court Avenue, Room 300  
Des Moines, Iowa 50309  
Main: (515) 286-3120  
Email: mark.wandro@polkcountyiowa.gov
The Firm agrees to abide by the annual budget identified in the RFP and in doing so will charge a fixed monthly retainer fee of $2,000. In addition, the Firm will work on an as-need basis for the Authority in support of the “Potential Additional Services” described in Part B of the RFP.
SWEETWATER AUTHORITY

Proposal to Provide
Federal Lobbying Services

May 10, 2017

Submitted By

NOSSAMAN LLP

Shelby L. Hagenauer
1666 K Street, NW, Suite 500
Washington, DC 20006
T 202.887.1468 | F 202.466.3215
shagenauer@nossaman.com

nossaman.com
May 10, 2017

James Smyth
General Manager
Sweetwater Authority
505 Garrett Avenue
Post Office Box 2328
Chula Vista, California 91912-2328

Re: Proposal to Provide Federal Lobbying Services to Sweetwater Authority

Dear Mr. Smyth:

Nossaman LLP ("Nossaman") appreciates the opportunity to submit this response to the Sweetwater Authority ("Authority") Request for Proposal ("RFP") for Federal Lobbying Services. We have reviewed the scope of services, qualification requirements, and key responsibilities outlined in the RFP, and we believe our government affairs team is well-positioned to assist the Authority in executing its legislative and regulatory advocacy program in the challenging environment that currently exists on Capitol Hill and within the Executive Branch agencies.

Nossaman’s federal advocacy team has experience directly relevant to the Scope of Services outlined in the RFP. Highlights of our federal advocacy team’s credentials include:

- A proven track record of successfully representing clients, including county governments, municipalities, and special districts in California before Congress, the Executive Branch, and other officials in the federal government;
- Extensive experience working with all of the federal natural resource and environmental regulatory agencies that are relevant to the Authority’s activities;
- Expertise on federal legislative and administrative matters, including appropriations, grants, water, transportation, natural resources, public safety, and economic development; and
- Strong bipartisan relationships with key Members of Congress, including members of the California delegation and House leadership, and broad contacts with the Members and staff of the House committees with jurisdiction over the Authority’s legislative priorities.
I appreciate the opportunity to submit this proposal. Please do not hesitate to contact me with any questions. Thank you for your consideration of Nossaman’s qualifications.

Sincerely,

Shelby L. Hagenauer
of Nossaman LLP

SLH/jdl
Enclosures
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TAB A: Nossaman Team Resumes

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I. SUMMARY OF FIRM QUALIFICATIONS

Nossaman is a limited liability partnership founded in 1942 with more than 170 professionals located in eight offices spanning the U.S., including Washington, DC, Sacramento, Los Angeles, San Francisco, Orange County, San Diego, Austin, TX, and Seattle, WA. Nossaman has a diverse legislative practice that includes a mix of public and private sector clients, non-profit corporations, and Fortune 50 companies. In addition to our strong federal and California-based legislative and regulatory practice areas, we represent over 200 public agencies and governmental entities on a broad range of public policy and legal matters involving water, transportation, land use, environmental, healthcare, and natural resource law.

Nossaman has over 70 years of experience in public policy. Each of our federal lobbyists has a background in Congress and maintains extensive contacts with Members of Congress and senior staff. As a result, we have the ability to access virtually any Congressional office, including key staff of all Congressional Committees and the Senate and House Leadership. In addition, we enjoy excellent working relationships with key officials in the new Administration, including regulatory agencies and Executive Departments, and with senior staff at the White House.

Nossaman’s Public Policy Practice includes a mix of public and private sector clients, non-profit corporations and associations, and Fortune 50 companies. Our diverse client portfolio benefits our clients in two important ways: first, our Congressional and agency contacts are naturally broad and bipartisan; and second, unlike many boutique lobbying firms, our clients are not too heavily concentrated in one industry or issue area such that we “wear out our welcome” with policymakers or confront inevitable conflicts between clients.

All of Nossaman’s lobbyists are active politically, and we view political engagement as a crucial component of the relationship-building process that ultimately benefits our clients. Nossaman maintains an active federal Political Action Committee (“PAC”) comprised of voluntary contributions from the firm’s professionals. As a California-based firm, the focus of our PAC and personal fundraising is on the California Members of Congress who are especially attuned to the interests of our California clients.

Nossaman does not have any current or past financial relationships with current members of the Authority’s Governing Board and staff.

II. NOSSAMAN’S TEAM

Nossaman would utilize a team approach in representing the Authority, wherein all of the firm’s appropriate resources would be made available to assist the Authority in pursuing its federal agenda. Each member of Nossaman’s team in Washington, D.C., is a registered federal lobbyist who would serve as the Authority’s surrogate on Capitol Hill and before the Executive Branch. We also will call on one or more grant experts should the Authority pursue federal grant funding. Brent Heberlee, a firm Partner, is authorized to negotiate on behalf of Nossaman with the Authority. Nossaman’s core lobbying team for this engagement will consist of Shelby Hagenauer and Brent Heberlee, and as needed for potential additional services, Jay Sterne and Jennifer Capitolo. Expanded resumes of each of these individuals are attached in TAB A.
Shelby Hagenauer is a Senior Policy Advisor with over 15 years of experience working in and with the federal government. Ms. Hagenauer assists public and private sector clients on a broad range of issues including water, agriculture, natural resources, financial services, and health care. Prior to joining Nossaman, Ms. Hagenauer spent 11 years working on the staffs of current House Majority Leader Kevin McCarthy (R-CA-23) and former House Ways and Means Chairman Bill Thomas. As Legislative Director for Congressman McCarthy, her portfolio focused on California water and resource issues. During her time on Capitol Hill, Ms. Hagenauer built significant relationships with key Members of Congress, including members of the California delegation and House leadership, and she has broad contacts with the Members and staff of the House committees with jurisdiction over the Authority’s legislative priorities. Ms. Hagenauer also has key contacts in the new Administration, including in the White House and relevant agencies.

Brent Heberlee is a Partner with more than 25 years of public policy experience that includes a decade of service on Capitol Hill in senior staff positions. Mr. Heberlee has served as an advocate for local governments for over 15 years at the federal level. He has helped clients secure tens of millions of dollars of congressionally directed spending and competitive grants for water, transportation, public safety, economic development, and environmental restoration projects. Prior to entering private practice, Mr. Heberlee served as Legislative Director and Counsel for U.S. Senator Richard Bryan (D-NV), and as Legislative Director for U.S. Representative Jim Bilbray (D-NV), where he became familiar with the challenging issues surrounding the allocation and use of Colorado River water. Mr. Heberlee began his career working for Senator Harry Reid (D-NV) and maintains a strong working relationship with the Nevada and California congressional delegations.

Jay Sterne is a Partner assisting clients with a wide range of issues including natural resource, fisheries, maritime, energy, and environmental policy matters. Mr. Sterne’s work involves representation of clients before Congress and the Executive Branch, and includes coalition building to enhance effective advocacy efforts. Just prior to joining Nossaman in 2015, Mr. Sterne served for more than two years as a Policy Advisor to U.S. Senator Lisa Murkowski (R-AK) current Chair of the Senate Energy and Natural Resources Committee, where his work included drafting legislation, preparing public speeches and statements, and representing the Senator throughout the State of Alaska. Mr. Sterne spent over a decade in private practice with a principal focus on energy, natural resources, and fisheries issues. Before entering the private sector, Mr. Sterne worked as Legislative Assistant to U.S. Representative Jolene Unsoeld (D-WA), handling her energy, natural resources, and fisheries issues.

Jennifer Capitolo is a Senior Policy Advisor in our Sacramento office. For more than a decade, Ms. Capitolo has been assisting clients with a wide range of advocacy issues including water, healthcare, infrastructure and housing. Ms. Capitolo currently serves as the lead government affairs representative for the California Water Association. In that role she represents public water utilities that are regulated by the Public Utilities Commission with the Governor, legislature and state agencies. She also sits on the water committee of the California Foundation on the Environment and Economy and in 2015, participated in the California Water Education Foundation’s Water Leaders fellowship program for water policy professionals around the state. Ms. Capitolo has helped secure hundreds of millions of dollars in state and federal funding for water infrastructure, parks, higher education, museums and libraries, transportation projects, and infill and transit-oriented developments throughout California.
III. NOSSAMAN’S ADDED VALUE

We are pleased to have the opportunity to present this proposal to provide federal government relations to advance the Authority’s mission to provide a safe and reliable water supply for its customers. The Nossaman team will work closely with the Authority’s representatives to develop goals, prepare written materials, and implement a congressional and federal agency outreach plan that will achieve the Authority’s objectives. Nossaman has had success in representing entities with legislative interests and advocacy services similar to those outlined in the RFP. We are accustomed to collaborating with clients to develop and execute legislative, regulatory, and political strategies. Our approach reflects our experience in how best to secure provisions in both appropriations and authorizing bills during this period of restrictive budgets and complex political considerations.

Nossaman’s core lobbying team has extensive experience working with legislators and regulators on behalf of clients. We have extensive relationships with House and Senate committee members with jurisdiction over water issues, and we would utilize these relationships and our substantive expertise to achieve the Authority’s objectives. We have worked very closely with Republican and Democratic members and staff on the Senate Energy and Natural Resources Committee, the Senate Environment and Public Works Committee, the House Natural Resources Committee and the House Transportation and Infrastructure Committee. We also work closely with the Energy and Water Subcommittees of the House and Senate Appropriations Committees, which play a key role in funding water infrastructure projects, including new grant programs authorized under the recently enacted California drought relief legislation.

As a California firm, we work closely with the California congressional delegation, on both sides of the aisle. For the past seven years, Mr. Heberlee has worked very closely with the office of Senator Dianne Feinstein on water-related issues on behalf of Monterey County. Mr. Heberlee has also worked with newly elected Senator Kamala Harris and her legislative staff on a wide range of issues impacting local governments. Ms. Hagenauer works closely with the Republican members of the California delegation on behalf of the California Credit Union League, the Padre Dam Municipal Water District, and Siskiyou County. Ms. Hagenauer also works very closely with House Majority Leader Kevin McCarthy’s office on behalf of many of Nossaman’s clients. Jay Sterne works very closely with Senator Lisa Murkowski who chairs the Senate Energy and Natural Resources Committee and the Senate Appropriations Subcommittee on Interior, Environment, and Related Agencies, and Senator Dan Sullivan who serves on the Environment and Public Works Committee and is the current chair of the Fisheries, Water and Wildlife Subcommittee.

Nossaman has extensive experience working with all of the federal natural resource and environmental regulatory agencies that are relevant to the Authority’s activities. We have strong relationships in key federal agencies and the White House, including the Department of the Interior and the Environmental Protection Agency, and we anticipate additional contacts joining these agencies in the coming months as the administration announces additional political appointees. Mr. Heberlee has worked with the U.S. Bureau of Reclamation on Title XVI water recycling projects and with the Environmental Protection Agency on clean water, safe drinking water, and climate change programs and funding for environmental restoration in the state of California. Mr. Heberlee has also worked closely with the Department of Energy on a variety of renewable energy and energy efficiency programs, including energy efficiency in water and wastewater treatment facilities. Ms. Hagenauer has worked with the Department of the Interior
and Bureau of Reclamation on habitat restoration, endangered species, and water programs. Ms. Hagenauer and Mr. Heberlee have worked with the U.S. Department of Agriculture on funding for rural water systems and agricultural programs.

We believe that lobbying policymakers on a regular basis is necessary to ensure that the Authority’s priorities receive the appropriate attention, especially in the context of a congressional office where legislative staff is responsible for tracking dozens of issues on a weekly basis. All of our advocacy team members have worked for a Member of Congress, and this experience provides them with a special appreciation of how best to educate and influence policymakers. Each member of our team has a thorough understanding of the legislative and regulatory processes, and appreciates the importance of working at both the principal and staff levels.

**Governmental/Public Agency References:**

The following references can attest to the quality of legal services Nossaman provides to our clients. We encourage you to contact the individuals to learn more about Nossaman’s skill set and dedication to providing the highest caliber representation to our public policy clients.

**Nick Chiulos**
Assistant County Administrative Officer  
County of Monterey  
(831) 755-5145  
chiulosn@co.monterey.ca.us

**Joy L. Baker**
Port Director  
City of Nome  
(907) 304-1905 (cell)  
jbaker@nomealaska.org

**Chip Holloway**
Former Mayor  
City of Ridgecrest  
(760) 608-3054  
mhollo5177@aol.com

### IV. SUMMARY OF APPROACH

The Nossaman team will work closely with the Authority’s Management team to develop goals, written materials, and implement a congressional and federal agency contact plan that will maximize the chance to secure the Authority’s objectives. Nossaman has had success in representing entities with legislative interests and advocacy services similar to those outlined in the RFP. We are accustomed to collaborating with clients to develop and execute legislative, regulatory, and political strategies. Our approach reflects our experience in how best to secure provisions in both appropriations and authorizing bills during this period of restrictive budgets and complex political considerations.

Nossaman’s approach to customer service and working with the Authority will be hands-on, with our team available whenever needed. We have a track record of availability and responsiveness whenever clients’ needs go beyond traditional business hours, including a sensitivity to working with clients based in other time zones. We have a strong record of delivering quality work products that are on time and responsive to our clients’ needs. We
regularly provide our clients both formal and informal written federal legislative updates and oral presentations that highlight significant meetings, communications, legislative changes, and other items of interest. For example **TAB B** is a yearly report provided to Monterey County.

As we do for many of our clients, Nossaman would assist the Authority in developing its legislative and regulatory strategic work plan. Our team members see themselves playing a critical role in this process by serving as a sounding board for the Authority and providing honest feedback about the merits of a certain project or the political implications of pursuing a particular priority. We also recognize the need to revisit priorities on a regular basis given the dynamic nature of the political and regulatory processes, especially at the beginning of a new administration.

We are constantly reviewing and analyzing proposed federal legislation, regulations, and grant funding opportunities. We have the relationships with policymakers to learn in advance about key legislation to be introduced or new agency policies being pursued, and the experience to know when funding cycles for relevant grants will be coming open. We also have the technological capability to track funding opportunities and legislative and regulatory developments in real time. Therefore, we are in a position to alert the Authority in a timely fashion when developments occur so the Authority can quickly determine an appropriate response.

We recognize that Authority officials are limited in how often they can visit Washington, D.C. to meet with policymakers in person, so our team members will cover meetings, hearings, and other events for the Authority whenever necessary. We will identify opportunities for the Authority to participate in the legislative and regulatory processes, whether by submitting written comments or testimony or participating in person. We have extensive experience planning and coordinating Washington, D.C. visits for California-based clients. We identify the best timing for D.C. visits, pinpoint which legislators and regulators to target for meetings based upon the annual strategic plan, organize meetings with them in an efficient schedule, convene a pre-meeting with the Authority to appropriately prepare for the best possible meetings, accompany clients to meetings, and conduct all necessary follow-up from these meetings.

The Authority’s strategic issues include ensuring a long-term water supply, upgrading infrastructure, maintaining fair and reasonable water rates, and leading in environmental technologies and systems. Federal funding can be a key part of addressing these issues and we would work with the Authority to identify and pursue all opportunities for federal funding.

For example, the Bureau of Reclamation Title XVI Water Reclamation and Reuse program was changed as a result of the recently-enacted Water Infrastructure Improvements for the Nation Act of 2016 ("WINN Act"), and the Authority should review potential projects eligible for inclusion in future funding rounds through this program. A new grant program under this title will allow previously non-authorized projects to compete for federal funding. As part of the WINN Act, the Title XVI program received a $100 million increase in authorized funding; however, a subsequent appropriation is necessary, so we would recommend that the Authority support an overall increase in funding for Title XVI to maximize the number of projects that are funded under the program.

The Republican-controlled Congress and administration have expressed significant support for dams, reservoirs, and other forms of water storage. The large infrastructure package contemplated by the Trump Administration is expected to go beyond transportation infrastructure and include funding related to water infrastructure as well. Nossaman would work
with the Authority to identify opportunities to include language in this legislation that is favorable to the Authority’s infrastructure needs.

Organizations with a great deal of infrastructure in California often seek funding from both state and federal entities. Because of our expertise at the state and federal level, we are able to ascertain complementary funding sources. We can utilize our in-house state funding experts and policy advisors or collaborate with Authority personnel or other consultants to identify the best mix of options for a project or program.

V. FEE PROPOSAL

We are open to discussing fee arrangements to determine what rate structure best meets the needs of the agency. Typically, a monthly retainer arrangement has worked best for our legislative clients.

Based on the Scope of Services outlined in the RFP, Nossaman proposes a set fee annual retainer of $24,000, payable monthly ($2,000). The fee will cover the services of the team members needed to successfully execute all the standard services outlined in the Scope of Services for the Authority. If the Authority requires or desires Nossaman to take on other additional services, Nossaman reserves the right to negotiate a higher fee to cover the costs of providing the next level of time and professional commitment.

VI. HOURLY BILLING RATE SCHEDULE

The hourly billing rates of the Nossaman Team Members who will be assigned to the Authority are in the table below.

<table>
<thead>
<tr>
<th>Nossaman Team Members</th>
<th>2017 Standard Hourly Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shelby L. Hagenauer</td>
<td>$425</td>
</tr>
<tr>
<td>Brent R. Heberlee</td>
<td>$640</td>
</tr>
<tr>
<td>Jay H. Sterne</td>
<td>$525</td>
</tr>
<tr>
<td>Jennifer M. Capitolo</td>
<td>$465</td>
</tr>
</tbody>
</table>

VII. CURRENT WORKLOAD

Nossaman’s attorneys and policy advisors are fully available to help the Authority design and implement a successful federal lobbying strategy. We are able to fully complete both the standard and potential additional services outlined in the RFP, including regular formal and informal reporting, presentations to the Authority, and travel to Chula Vista.
VIII. EXCEPTIONS AND DEVIATIONS

Third Paragraph

Nossaman respectfully requests the underlined change and language be added to the third paragraph of the Agreement of Services:

The only exception to Consultant’s responsibility to protect, save, defend, and hold harmless the Authority is due to the sole (removed) negligence, willful misconduct, or active negligence of the Authority, in which case the liability of the parties will be apportioned in relation to their respective degrees of fault.

Fourth Paragraph

Nossaman respectfully requests the underlined language be added to the fourth paragraph of the Agreement of Services:

The Authority shall not be liable for any costs other than the charges or portions thereof, which are specified herein. The Consultant shall not be liable for consequential, special, indirect or punitive damages, or for loss of revenue, profit or business opportunities, even if advised of the possibility of such damages or loss.

IX. Insurance

Certificate of insurance is included in TAB C.
Shelby L. Hagenauer | Senior Policy Advisor

Shelby Hagenauer is a member of Nossaman’s Public Policy Practice Group with over 15 years of experience working in and with the federal government. Ms. Hagenauer is a Senior Policy Advisor who assists clients with a broad range of issues including financial services, healthcare, energy, and natural resources. Prior to joining Nossaman, Ms. Hagenauer spent 11 years serving on the staffs of current House Majority Leader Kevin McCarthy (R-CA-23) and former House Ways and Means Committee Chairman Bill Thomas.

Ms. Hagenauer advised Congressman McCarthy in his role as a member of the Financial Services Committee, including during consideration of the Dodd-Frank Act. Her role as Legislative Director for Congressman McCarthy also included serving him on a variety of issues including California water policy, defense, natural resources, space, science and technology, labor, and trade. She was the Congressman’s primary legislative and political advisor for all 2007 Farm Bill Reauthorization activities in Washington, D.C. and California.

During her time on Capitol Hill, Ms. Hagenauer built significant relationships with key Members of Congress, including members of the California delegation and House leadership.

Representative Work

- Represents local governments before Congress and the Administration, including identifying federal funding opportunities
- Lobbies on the federal legislative privacy debate, including data security and restrictions on the use of Social Security numbers.
- Advises national natural resources association on engaging Congress and federal agencies about a variety of issues, including the Endangered Species Act, Clean Water Act, and other permitting-related laws.
- Advises association on amendments to infrastructure legislation.
- Counsels west coast fishery associations on federal fisheries management policies.
- Represents pharmaceutical manufacturer and distribution clients on an array of Medicare reimbursement issues.

Presentations

Speaker, “2015 Cybersecurity Symposium, Nossaman LLP, October 12, 2015

Education

B.A., College of William and Mary, 1998
Brent R. Heberlee | Partner

Brent Heberlee is a public policy attorney with more than 15 years of federal lobbying experience and a decade of Capitol Hill experience. He assists clients with government relations in Congress and the Executive Branch in the areas of appropriations, energy and natural resources, environment, financial services, telecommunications, and federal land use.

He is the former Executive Director of Federal Relations for SBC Communications, Inc., one of the world’s largest telecommunications providers. Prior to his private practice, Mr. Heberlee served as Legislative Director and Counsel for U.S. Senator Richard Bryan (D-NV), and as Legislative Director for U.S. Representative Jim Bilbray (D-NV). Mr. Heberlee began his career working for Senator Harry Reid (D-NV) and maintains a strong working relationship with the entire Nevada Congressional delegation.

Representative Work

- Successfully worked with the House and Senate Appropriations Committees to secure in excess of $200 million in federal funding to support the research mission of a major university.
- Developed successful advocacy plan for local government to authorize Title XVI water recycling project and secure funding from the Bureau of Reclamation.
- Advised county water agency and local water management district on federal funding opportunities in California drought relief legislation.
- Assisted higher education, local government, and private business clients with developing effective strategies to compete for federal stimulus funds under the American Recovery and Reinvestment Act.
- Assisted local governments to draft and implement federal legislative proposals, resulting in the release of thousands of acres of federal land for local government purposes and private development.
- Successfully worked with Congress to secure support for the largest merger in the history of the telecommunications industry.
- Assisted online fantasy sports and casual game provider with effort to clarify and delay implementation of the Unlawful Internet Gambling and Enforcement Act.
- Assisted university with efforts to market the use of a first responder training facility to the Department of Homeland Security and National Guard Bureau.

Professional Affiliations

Board Member, Clean Energy Project

Education

J.D., University of Iowa College of Law, with distinction, 1993
B.A., University of California, Berkeley, 1988

Admitted

Nevada
District of Columbia
Jay Sterne | Partner

Jay Sterne has assisted clients for more than 23 years with a wide range of issues including fisheries, seafood, maritime, Arctic, natural resource, energy, environmental, and space policy matters. His work involves representation of private and public sector clients before Congress and the executive branch, including successful implementation of legislative and administrative strategies and coalition building. He also provides counsel on compliance matters in the seafood and fisheries industries.

Prior to joining the Nossaman team, Mr. Sterne served for more than two years as a policy advisor to Senator Lisa Murkowski. In this capacity he had primary responsibility for fisheries, maritime, natural resource, environmental, and space policy matters. In addition to advising the Senator on these issues, his work included drafting legislation, preparing public speeches and statements, and representing the Senator throughout the state of Alaska. He also campaigned for Senator Murkowski during her historic 2010 write-in campaign.

Before returning to Capitol Hill, Mr. Sterne founded and was President of Windward Strategies, where he focused on representing private sector interests within the energy, natural resources and fisheries sectors in Alaska and the Pacific Northwest. Prior to establishing Windward Strategies, Mr. Sterne worked for two of DC’s top firms, Verner Liipfert and Reed Smith, gaining experience from some of the most accomplished practitioners in the field. In this capacity he teamed with two former Senate Majority Leaders, several former Governors, and a number of senior Executive Branch officials to represent domestic and foreign corporations, foreign governments, public entities, and non-profit organizations.

Before entering the private sector, Mr. Sterne worked as Legislative Assistant to U.S. Representative Jolene Unsoeld (D-WA), handling her energy, natural resources, and fisheries issues.

He has served as pro bono counsel to the American Sail Training Association and the Sea Education Association, where he also held the position of Trustee.

Education

J.D., Washington & Lee University School of Law, 1993
B.A., Old Dominion University, 1987
Jennifer M. Capitolo | Senior Policy Advisor

For more than a decade, Jennifer Capitolo has been assisting clients with a wide range of advocacy issues including water, healthcare, infrastructure and housing.

Ms. Capitolo currently serves as the lead government affairs representative for the California Water Association. In that role she represents public water utilities that are regulated by the Public Utilities Commission with the Governor, legislature and state agencies. She also sits on the water committee of the California Foundation on the Environment and Economy and is currently participating in the California Water Education Foundation’s 2015 Water Leaders fellowship program for water policy professionals around the state.

In 2014, the Sacramento Business Journal named Ms. Capitolo one of the "Top 40 Under 40" awarded to the Sacramento region's most influential leaders under the age of 40.

Ms. Capitolo is one of a select few legislative advocates in Sacramento who understands the state agency funding programs. Ms. Capitolo has helped secure hundreds of millions of dollars in state and federal funding for water infrastructure, parks, higher education, museums and libraries, transportation projects, and infill and transit-oriented developments throughout California. Her largest funding achievement to date was a State of California grant award for $47 million in infrastructure funding for City of Hayward to develop a new mixed use project at the Hayward BART Station.

Her experience in state government includes serving as a senior field representative for former Assemblymember and Senator Ellen Corbett (D) Hayward, and as a budget analyst in the Department of Finance under former Governor Gray Davis.

Ms. Capitolo also maintains close relationships with decision makers at federal level from her work as a district representative for Congresswoman Barbara Lee (D) Oakland.

Representative Work

- **California American Water Company (CalAm).** Serves as the primary lobbyist for Cal-Am, a public water utility. Cal-Am serves approximately 630,000 customers in 50 communities across the State. In 2014, Ms. Capitolo assisted Cal-Am with a sponsored bill to provide financing for a multimillion dollar project. In addition to legislative advocacy, Ms. Capitolo provides funding advocacy services to Cal-Am and recently assisted with a $1 million grant from the Department of Water Resources for a demonstration project involving desalination in Monterey County.

- **California Water Association (CWA).** Serves as the lead government affairs representative for the California Water Association, a statewide association of water utilities that are regulated by the Public Utilities Commission. Ms. Capitolo provides real-time political and legislative updates to the members of CWA, develops strategies for achieving legislative priorities, drafts advocacy materials, secures meetings with legislators and their staff and Administration officials and their staff, and testifies at legislative hearings. In 2014, Ms. Capitolo worked with the State Legislature to ensure that all customers of public water utilities had the opportunity to benefit from State Water Bond funding. Early drafts of the water bond excluded certain types of public water utilities from eligibility. Access to these water bond funds will result in lower water rates for all public water utility customers.

- **Cities of Arcata, Fortuna and County of Humboldt in Partnership with DANCO Communities.** Worked with DANCO Communities to secure over $5.3 million in grant funding for affordable housing development projects in the County of Humboldt and the Cities of Arcata and Fortuna. These funds will create new housing opportunities for low income families and seniors in rural California.
• **Elite Energy.** Drafted a successful application for $40 million in tax exempt bond financing for anaerobic digester facilities which will be located throughout the Central Valley and will assist in reducing dairy related greenhouse gas emissions.

• **United Surgical Partners International (USPI).** Provides California State advocacy services for the largest network of ambulatory surgery centers in California including legislative and administrative advocacy in support of USPI’s public policy priorities; maintaining contact with the key decision makers on healthcare policy in the Governor’s office, Legislature, legislative committees, and state agencies and departments; monitoring legislation; and providing written and in-person reports on legislative and budget activities. In 2012, played a key role in drafting amendments to the Workers Compensation Reform Proposal to ensure the legislative proposal was in line with the interests and business plans of USPI.

• **Virtual Radiologic (vRad).** Provides regulatory advocacy services to a national teleradiology practice working in partnership with California based radiology centers and hospitals to provide subspecialty services. Work on behalf of vRad has focused on the State’s interpretation of outdated laws that were written prior to the advent of telemedicine.

**Awards & Honors**

Named to *Sacramento Business Journal’s* 40 Under 40 list, 2014
Selected for the 2015 California Water Education Foundation’s Water Leaders Fellowship

**Community Activities**

Board Member, West Sacramento Community Foundation
Board Member, National Association of Social Workers, California Chapter
Sacramento Outreach Coordinator, Emerge California
Fundraising Committee, Bridgeway Play
Member, Capitol Network
Member, California Women Lead
Member, Institute of Government Advocates
Member, League of Women Voters
Member, National Women's Political Caucus

**Education**

M.A., University of California, Berkeley, 2003
B.S., Colorado State University, 2000
This memo will review significant federal legislative and administrative matters with which I was involved in 2016 as part of the County team responsible for executing the 2015-16 Legislative Program. It will also provide a brief look at some of the key issues in the 115th Congress.

FEDERAL ADVOCACY

As the County’s federal lobbyist in Washington, D.C., my principal function is to provide advocacy services and strategic advice to the Legislative Committee and County staff on federal issues affecting the County. The Legislative Committee made a concerted effort this year to strengthen the ties between its advocacy programs, the Board’s Strategic Initiatives, and the Strategic Grant Services Program. The following report is a reflection of that effort and my advocacy efforts on federal legislative, budgetary, and regulatory issues impacting the County.

Washington, D.C. Meetings

The Legislative Committee and County staff visited Washington, D.C., in late February to attend the National Association of Counties (NACo) Legislative Conference and to meet with policy makers to discuss the County’s federal legislative priorities. I arranged for County officials to meet with the offices of Congressman Sam Farr, Senator Dianne Feinstein, Senator Barbara Boxer, Congressman John Garamendi, and the Bureau of Land Management. The issues we discussed included California drought relief legislation (especially funding for the Interlake Tunnel and Pure Water Monterey projects), the Laguna Seca Racetrack erosion control project in the Fort Ord National Monument, U.S. Forest Service funding for repairs to Nacimiento-Fergusson Road, and the President’s youth jobs initiative. We invited two board members from the Monterey Peninsula Water Management District to join our meetings with the congressional offices to discuss the Pure Water Monterey project. I also attended a meeting with County officials, Fort Ord Reuse Authority (FORA) staff, and U.S. Army representatives to discuss the status of cleanup efforts at Fort Ord and long-term stewardship obligations for FORA’s successor jurisdiction/agency.
Coordination with Strategic Grant Services Program

The Legislative Committee has recognized the importance of coordinating the County’s advocacy efforts with the Strategic Grant Services Program. I work closely with my Nossaman colleagues, Jennifer Capitolo and Ashley Walker, to identify federal funding opportunities for the County. The County receives significant funding from a wide variety of federal programs, many of which are funded through the annual appropriations process. Many of these programs direct funds to the State of California through formula grants and the County is then required to apply to the relevant State agency to access the funds. Other programs offer competitive grants that the County may choose to apply for directly with the relevant federal agency. In either case, our federal advocacy efforts involve working with our congressional representatives to support federal programs in the annual appropriations process that benefit the County’s grant applications.

Legislative and Regulatory Advocacy

Economic Development

Marijuana Policy – Over a dozen legislative proposals related to marijuana use and cultivation were introduced in the 114th Congress, largely in support of state legalization efforts. Our advocacy efforts have been focused on legislative and regulatory proposals that would legalize banking services for the marijuana industry. I have been working closely with the California Credit Union League to track legislation in the House and Senate that would update federal banking laws and rules to allow banks and credit unions to provide financial services to state-legal marijuana businesses. The County has also supported Rep. Farr’s request of the Federal Reserve Bank of San Francisco to work with the California Board of Equalization to discuss a framework for a pilot banking program for the medical marijuana industry in Northern California.

Base Realignment and Closure (BRAC) – I have closely monitored the requests by the Department of Defense (DOD) over the last five years for Congress to allow a reduction in DOD’s infrastructure through a new BRAC round, which would allow it to close facilities it believes are underutilized or otherwise unneeded. Although Congress has rejected these requests, it is becoming more likely that a new BRAC round will be authorized in the near future. Given this eventuality, the County has supported legislation cosponsored by Congressman Farr that reforms the existing BRAC process by giving local communities a stronger voice in the review process and establishing criteria that value professional military education as importantly as more traditional military training. Incorporating this type of criteria into the review process will prove extremely beneficial for each of the military education facilities located in the County.

Obama Youth Jobs Initiative – County officials presented a letter to the congressional delegation during their visit to Washington, D.C., in support of President Obama’s “First Job” initiative. This initiative would invest $3.5 billion to create new partnerships with companies and communities to get nearly 1 million young people into first jobs over the summer and 150,000 young Americans who have been out of school and work into up to a year of paid work.
Community Development Block Grant (CDBG) Program – the County advocated in support of increased funding for the CDBG program in the FY2017 appropriations process. CDBG funds are provided to counties to support projects that meet their local priorities in addressing community and economic development, housing, water and infrastructure and human service needs. I urged our congressional delegation to join member letters to the House and Senate Appropriations Committees calling for $3.3 billion in funding for the CDBG program in FY2017.

Administration

Payments in Lieu of Taxes (PILT) – The County receives payments each year under the Department of the Interior’s PILT program, which are intended to offset losses in tax revenues due to the presence of federal land in its jurisdiction. The County receives approximately $870,000 from the PILT program each year when it is fully funded by Congress, which has been the case for the last several years. The Board sent letters to the congressional delegation in support of full-funding for the program in FY2017.

Municipal Bonds – I continue to follow legislative proposals and discussions regarding the tax-exempt status of municipal bonds. Tax-exempt bonds are a critical tool for counties that facilitates the budgeting and financing of long-range investments in major infrastructure projects. I have shared with the congressional delegation the County’s opposition to any effort to limit or cap the benefit of the tax exemption. The County has also written to our senators in support of legislation to reclassify municipal debt to a level equivalent to debt issued by corporations, which should lower costs for local governments to issue bonds.

Collection of Local Taxes on Remote Sales – I continue to closely monitor discussions over competing legislative proposals that would allow states and counties to enforce their existing sales tax laws regardless of whether a purchase is made in a store, online, or through a catalog retailer. NACo has been leading the effort on this issue, and the County is supportive of NACo’s position.

Electric Vehicle Deployment – The County recently collaborated with the White House to support its announcement of new actions to speed deployment of electric vehicles and charging infrastructure across the country. The White House announcement included a reference to the County’s Municipal Climate Action Plan and its commitment to installing new electric vehicle charging infrastructure.

Health and Human Services

Mental Health Assistance – The Board has sent letters to the congressional delegation in support of legislation that authorizes funding for the Substance Abuse and Mental Health Services Administration (SAMHSA) Mental Health Services and Substance Abuse Prevention and Treatment block grants and other important grant initiatives, including Jail Diversion, treatment and Recovery for Homeless Individuals, and Primary Care Behavioral Health Integration.
Medicaid Coverage for Inmates – The County joined NACo in writing to the Secretary of Health and Human Services to request that she exercise her waiver authority under the Medicaid statute to permit federal Medicaid funds to cover certain services for inmates in county jails.

Postpartum Depression – The Board sent a letter to the congressional delegation in support of legislation that would authorize grants for state and local efforts to develop programs to screen and treat postpartum depression.

Community Services Block Grant (CSBG) – The County advocated for maintaining level funding for the CSBG program in the FY2017 appropriations process. CSBG provides funding to counties and Community Action agencies to design and implement anti-poverty programs tailored to the individual needs of the community.

Infrastructure

Laguna Seca Racetrack Erosion Control Project – I worked closely with the County to analyze mitigation measures and legal issues related to the impact of storm water runoff from the Laguna Seca Racetrack onto lands within the Fort Ord National Monument. I arranged for County officials to meet in Washington, D.C., with senior staff of the Bureau of Land Management (BLM) to explore potential boundary adjustments to the Monument. I also consulted regularly with County staff as they communicated with local BLM officials about right-of-way compliance issues.

Drought Relief/Interlake Tunnel – Senator Feinstein’s drought relief legislation authorizes a new water storage program and increases funding for existing water supply programs that could potentially benefit the Interlake Tunnel project. County officials and I have met with Feinstein’s staff in Washington, D.C., on several occasions to discuss the project and express our support for her legislation. We have also met with other members of the congressional delegation and Congressman John Garamendi, who has been involved in the House-Senate negotiations on the drought bill.

Nacimiento-Fergusson Road Repairs – The County has worked closely with Congressman Farr’s office to secure funding from the U.S. Forest Service for critical repairs to Nacimiento-Fergusson Road in the Los Padres National Forest. The Forest Service has agreed to reprogram funds from other accounts to reimburse the County for its work repairing the highest priority locations on the road.

Public Safety

State Criminal Alien Assistance Program (SCAAP) – The County has long supported SCAAP, a U.S. Department of Justice program that reimburses counties for costs associated with the incarceration of undocumented immigrants. In FY2016, the County received $375,000 from the program. I have worked closely with the County’s congressional delegation to encourage their support for SCAAP funding in the annual appropriations process.
Second Chance Act – I worked with NACo to support efforts in Congress to increase funding for grant programs authorized under the Second Chance Act, which are designed to assist states, counties, and nonprofit organizations in developing and implementing programs to help formerly incarcerated individuals successfully reintegrate into the community after their release from correctional facilities.

Juvenile Justice and Delinquency Prevention Act (JJDPA) – The County has advocated in support of reauthorizing the JJDPA, the principal federal law through which the federal government sets standards for the care and custody of juveniles. The JJDPA also provides grants to local governments for community-based delinquency prevention efforts aimed at youth in high-risk situations.

A LOOK AHEAD TO 2017

With Republicans soon to be in control of all three branches of government, President-elect Trump and House and Senate Republican leaders are developing an aggressive agenda to roll back many of the policies implemented over the past eight years by the Obama Administration. The following are some of the key issues likely to be considered early in the next Congress:

Budget

Congress will need to work with Trump on a budget agreement that would patch budget sequestration, address the debt ceiling and determine appropriations caps so appropriators can draft spending bills before the end of the federal fiscal year.

Healthcare

Trump has said he would work with Congress to introduce legislation to repeal the Affordable Care Act (ACA) and replace it with health savings accounts, allowing Americans to purchase health insurance across state lines. He also wants to preserve elements of the law that protect people with pre-existing conditions and allow young people to remain on their parent’s health insurance until they turn 26 years old. Republican leaders in the House have expressed a desire to reverse the ACA’s Medicaid expansion, potentially forcing states to foot the bill or eliminate coverage for millions of low-income Americans.

Infrastructure

Trump has proposed an up to $1 trillion, 10-year infrastructure and jobs plan that would finance projects through an infrastructure fund supported by government bonds that private citizens and investors could purchase. His “America’s Infrastructure First” plan would “[support] investments in transportation, clean water, a modern and reliable electricity grid, telecommunications, security infrastructure, and other pressing domestic infrastructure needs.” His plan also includes approving private sector energy infrastructure projects to transport oil and coal.
Immigration Reform

Trump was initially expected to pursue immigration reform early in his presidency, but Republican leaders in Congress have said it may have to wait due to funding concerns. Trump’s immigration agenda includes building a southern border wall that would be financed by Mexico, deporting 2 million “criminal illegal immigrants” and establishing a two-year mandatory minimum prison sentence for those who illegally re-enter the U.S. after a previous deportation. Trump could easily reverse President Obama’s executive actions on immigration, such as the Deferred Action for Childhood Arrivals, which has provided deportation relief and work permits to over 750,000 undocumented immigrants who were brought into the U.S. as children.

Environmental Protection

Trump and Republican leaders in Congress have vowed to repeal President Obama’s Clean Power Plan and other executive actions related to climate change. They are also expected to target for repeal other clean air and clean water regulations opposed by the oil and gas and coal industries.

Tax Reform

Trump has said he would work with Congress to cut taxes for middle-class families with two children by 35 percent, reduce the corporate tax rate from 35 percent to 15 percent and permit overseas corporate profits to “be brought back at a 10% rate.” He also said he would work to pass legislation establishing a tariff that discourages companies from relocating to other countries and permit them to “ship their products back to the U.S. tax-free.” Incoming Senate Minority Leader Chuck Schumer and House Speaker Paul Ryan have previously discussed a compromise on international tax reform attached to infrastructure spending.
CERTIFICATE OF LIABILITY INSURANCE

11/1/2017

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

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

PRODUCER
Lockton Insurance Brokers, LLC
725 S. Figueroa Street, 35th Fl.
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FAX

E-MAIL

ADDRESS:

INSURER/S AFFORDING COVERAGE

IN SUR ER A: Vigilant Insurance Company
20397

INSURER B:

INSURER C:

INSURER D:

INSURER E:

INSURER F:

CERTIFICATE NUMBER: 14682885

REVISION NUMBER: XXXXXX

COVERAGES

NOSSA01

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

CERTIFICATE HOLDER

14682885

Sweetwater Authority
505 Garrett Avenue
Post Office Box 2328
Chula Vista CA 91912-2328

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

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

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Narver Insurance
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San Gabriel, CA 91778-1509
Wesley G. Hampton

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TAX (A/C, No): 626-299-1010
E-mail: tcheung@narver.com

CERTIFICATE NUMBER: REVISION NUMBER:

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

COVERAGES

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COVERAGE

Commercial General Liability

- CLAIMS-MADE
- OCCUR

General Aggregate Limit Applies Per:
- Policy
- Project
- Location

Automobile Liability

- ANY AUTO
- ALL OWNED AUTOS
- NON-OWNED AUTOS

Excess Liability

- OCCUR
- CLAIMS-MADE

Workers Compensation and Employers’ Liability

- ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED?

- Mandatory in NH

- Y / N

- N / A

- Statute
- Other

- E.L. EACH ACCIDENT
- E.L. DISEASE - EA EMPLOYEE
- E.L. DISEASE - POLICY LIMIT

A Professional Liability

- B0621PNOSS000116

- Policy
- Aggregate

- 08/14/2016
- 08/14/2017
- Per Claim
- 40,000,000
- 80,000,000

- Description of Operations / Locations / Vehicles (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

- Law Office
- Claims Made Policy - Retroactive Date: Full Prior Acts

Certificate Holder

Sweetwater Authority
505 Garrett Avenue
Post Office Box 2328
Chula Vista, CA 91912-2328

Cancellation

SWEETWA

Should any of the above described policies be cancelled before the expiration date thereof, notice will be delivered in accordance with the policy provisions.

Authorised Representative

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Proposal to Provide Federal Lobbying Services

Sweetwater Authority
May 8, 2017

Tom Walters, President
Thomas Walters & Associates, Inc.
Telephone: 202-737-7523
t Walters@twaltersinc.com
1. CORPORATE PROFILE

Thomas Walters & Associates, Inc. is incorporated in Virginia and specializes in providing comprehensive consulting services for California public agencies doing business in Washington, DC, with the U.S. Congress and Federal agencies. The firm has maintained offices and professional staff in Washington, DC, since 1970. The current President and owner, Thomas Walters, has provided full-service representation for the firm’s clients since 1991. Our Washington, DC, offices are located at 300 New Jersey Avenue NW, Suite 900, Washington, DC, 20001, within walking distance of Capitol Hill. The firm’s corporate business office is located at 3808 Colonial Avenue, Alexandria, VA 22309.

Our firm has successfully provided a broad range of long-term, comprehensive Washington representation services for California public entity clients since its inception in 1970. This commonality amongst our clients enables us to utilize economies of scale to more efficiently and cost-effectively serve them. We typically provide Washington representation services for 6-10 clients, enabling us to provide each client with a full range of hands-on, comprehensive services. We are a nonpartisan firm, giving us the ability to develop bipartisan support on issues and projects of importance to our clients.

Thomas Walters & Associates, Inc. owes its success primarily to our ability to work with clients to develop the most effective advocacy strategy given the issues at hand and the existing political landscape, and we will do so in continuing our working relationship with Sweetwater Authority. Our philosophy has always been to operate in a team approach as an on-the-ground extension of our clients’ policy staff; in essence to be the Authority’s eyes, ears, and voice in the Nation’s Capital. As outlined in this proposal, we will implement an aggressive advocacy strategy on behalf of Sweetwater Authority, bringing all of the firm’s resources, knowledge, and experience to bear on effectively promoting and protecting the agency’s interests.

Since 2000, Thomas Walters & Associates, Inc. has provided Federal lobbying services for the Sweetwater Authority under an existing consulting agreement. From 1984 to 2004, the firm also provided Federal lobbying services for the San Diego Metropolitan Transit Development Board, on which Board member Ron Morrison served. From 1996 to 2009, we provided Federal lobbying services in conjunction with the firm of Carpi & Clay, Inc. for the Port of San Diego, and Board member Jess Van Deventer served as a Port Commissioner. There are no other current or past financial relationships between Thomas Walters & Associates, Inc. and current members of the Authority’s Governing Board and staff.

Thomas Walters & Associates, Inc. prides itself on its integrity and ethical approach to representing our clients. We subscribe to the Lobbyists’ Code of Ethics, and after our quarterly lobbying reports were audited by the Government Accountability Office, we were highlighted in their report for our level of compliance with Congressional disclosure requirements.
2. PROJECT ORGANIZATION, EXPERIENCE, AND CAPABILITIES

Thomas Walters & Associates, Inc. currently includes Thomas Walters, President, Senior Legislative Associate Donald Gilchrest, and Legislative Associate Andrew Gilchrest. The members of our staff have extensive experience in representing the interests of California public agencies, and will be involved in fulfilling the responsibilities of the contract. The use of subcontractors is not anticipated.

Don Gilchrest is the assigned principal, and is responsible for the development of the advocacy strategies and coordination of the implementation of Sweetwater Authority advocacy programs. As Firm President, Thomas Walters will also be actively involved in implementation and coordination of our efforts. Their full resumes are attached as appendices to this proposal. The following are brief summaries of the Firm’s personnel.

THOMAS P. WALTERS, President, Thomas Walters & Associates, Inc.

Mr. Walters has over 30 years of experience in the public sector, including 26 years of experience in providing Federal legislative advocacy services to local government entities represented by the firm. He is involved in developing the advocacy strategies for our clients and coordinates the implementation of our advocacy programs, and has lead responsibility for a variety of issues that include public safety and habitat conservation. He supervises all activities of our legislative staff. He has extensive experience in working with Members of Congress and their staffs, Congressional Committees, Federal agencies and other organizations of the Federal government, as well as other local government advocacy groups.

Prior to being recruited by the firm, Mr. Walters worked for the County of San Diego, CA, and represented the County on a variety of legislative task forces at both the State and Federal level. As one of the County’s intergovernmental coordinators, he was responsible for the development and coordination of the annual State and Federal legislative program, and determined the fiscal impact of State and Federal legislative proposals on the County’s multi-million dollar programs.

Mr. Walters received Bachelor of Arts degrees in both biology and English from San Diego State University, where he graduated with Honors and Distinction.

DONALD GILCHREST, Senior Legislative Associate, Thomas Walters & Associates, Inc.

Mr. Gilchrest joined Thomas Walters & Associates, Inc. in 1998, and has over 19 years of experience in providing Federal legislative advocacy services to local government entities. Prior to joining our firm, he worked on the staff of Congressman Elton Gallegly (R-CA) for 9½ years and has extensive experience both on Capitol Hill and in working with Federal agencies. During his 11-year tenure with Congressional offices, he had lead responsibility on a variety of issues critical to local government, including storm water runoff and flood control, resource conservation, land use, taxes, emergency management, and transportation. Areas of responsibility currently include: public works, transportation, land use, and certain social services and public safety issues. Mr. Gilchrest was actively involved in the firm’s substantial successes in several WRDA bills as well as annual appropriations for Army Corps of Engineers and Bureau of Reclamation projects. He earned his Bachelor of Arts degree in history from Wheaton College.
ANDREW GILCHREST, Legislative Associate, Thomas Walters & Associates, Inc.
Mr. Andrew Gilchrest joined Thomas Walters & Associates, Inc. in 2015 and serves as a Legislative Associate. In addition to day-to-day operations of the office, Mr. Gilchrest is responsible for the scheduling of Washington, DC, advocacy itineraries for our clients, and has excellent working relationships with the schedulers for individual Congressional offices – including the California Congressional delegation, Congressional committees, and Federal agency officials of relevance to our clients. He also conducts legislative research, drafts and distributes memos and letters, and assists with client meetings. He earned his Bachelor of Arts degree in Bible-Theology from Lancaster Bible College.

3. SUITABILITY TO PROVIDE SUCCESSFUL SERVICES
Thomas Walters & Associates, Inc. has effectively provided Federal lobbying services for the Sweetwater Authority as expressed in the Scope of Services since 2000, and we are confident that we are best suited to continue to do so. Our knowledge of the Authority’s responsibilities, policies, and priorities enables us to effectively anticipate and respond to both opportunities and concerns for your agency. With our firm’s continued provision of these services on behalf of Sweetwater Authority, there will be no learning curve or down time, and the transition forward will be seamless.

A. Related Experience, Qualifications and Expertise
As previously indicated, Thomas Walters & Associates Inc., has successfully provided long-term, comprehensive Washington representation services for California public entities since its inception in 1970, including water districts such as the Sweetwater Authority. This specialization has given us an expertise that has enabled us to work on behalf of our clients to achieve millions of dollars in grant and loan funds, and changes in Federal laws and regulations that were needed to bring about project successes and program efficiencies. In many cases, problems with Federal agencies had to be resolved, and White House intervention has been utilized. We have also aggressively advocated on behalf of our clients to ensure maximum funding opportunities through a broad array of Federal programs, lobbying both Congressional committees and individual members of Congress for funding increases and favorable distribution formulas for counties. Our efforts have contributed to the authorization and appropriation of increased funding – or avoidance of decreased funding – in a broad range of programs of significance to our clients. The following briefly highlights some of the firm’s successes in gaining Federal support in areas of potential importance to Sweetwater Authority:

Bureau of Reclamation
- Full funding from the Bureau of Reclamation for the Federal share of the Reynolds Groundwater Desalination Facility Expansion.
- $20 million for a local water reclamation/recycling project in Ventura County.
- $6 million authorization of funding for the San Diego Four-Reservoir Intertie.
- $5.25 million for county-owned recreational facilities at a Bureau-owned lake.
- Drafting and introduction of legislation to authorize Bureau participation in the South San Diego County Water Reclamation Project.
Environmental and Recreation Projects
- $1.8 million for Sweetwater Authority for San Diego Formation Assessment.
- $600,000 for Sweetwater River Watershed Cross-Media and Water Quality Monitoring Project.
- $692,500 for Sweetwater Reservoir Recreation Facilities.
- $31.3 million for purchase of critical endangered species habitat.
- $13.4 million for endangered species-related habitat conservation planning.
- $7.2 million for watershed management projects.
- $2.325 million for local special area management plan (SAMP) in San Diego County.
- $250,000 for construction of a county park interpretive center.

Army Corps of Engineers
- $630,000 in earmarks directing the USACE to work with Sweetwater Authority on habitat restoration projects.
- $375,000 authorization for Sweetwater Reservoir habitat management.
- $144 million authorization for dam removal/ecosystem restoration project.
- $47 million in funding for levee construction.
- $30 million authorization for a flood control project.
- $9.5 million for harbor maintenance.
- $4 million to construct a flood control project.
- $750,000 for Harbor deepening.

Other Relevant Projects
- $44 million over 5 years for reduction of hazardous fuel load through removal of dead and dying trees in San Diego and Riverside Counties.
- $35 million in grants and revolving loan funds and $2.9 million in earmarks for sewer infrastructure improvement in an unincorporated area.
- $4 million for storm damage restoration work.

B. Relationships with Congress and Federal Agencies
As a nonpartisan firm, we maintain relationships with both Majority and Minority members of Congress, House and Senate committee staff, officials in Federal government agencies relevant to our clients, and the White House Office of Intergovernmental Affairs. These include the local delegation; relevant Congressional committees such as the House and Senate Appropriations Committees, the House Natural Resources Committee, and the Senate Committee on Energy and Natural Resources; and Federal agencies such as the Bureau of Reclamation, the Army Corps of Engineers, the U.S. Department of Fish and Wildlife Service, the U.S. Geologic Survey, and the Department of Energy.

We have strong ongoing working relationships with members of the local San Diego County Congressional delegation, including Senators Feinstein and Harris, Congresswoman Davis, and Congressmen Vargas, Hunter and Peters. An excellent example were the numerous contacts made by Senator Feinstein and the four House members with the Bureau of Reclamation at our request in support of funding for the Reynolds Facility Expansion.
C. Relevant Sample Projects
The five specific examples discussed below are illustrative of the techniques and creative approaches that the firm has successfully utilized for its clients – including Sweetwater Authority - and will continue to utilize in implementing and successfully carrying out the Scope of Services under this proposal. They also demonstrate our productive working relationships with individual Congressional members, Congressional committees, and Federal agencies of relevance to the Authority’s interests in Washington, DC.

Reynolds Plant Improvements
Our work in support of the Richard A. Reynolds Groundwater Desalination Facility Expansion demonstrates our capability to fund your projects though appropriations bills, grant opportunities, and programs at Federal agencies. This effort illustrates our work as an extension of your staff, complementing their efforts and increasing the effectiveness of the agency.

We worked in support of Sweetwater Authority staff grant applications for Bureau of Reclamation funding, including contacting the Bureau and Congress directly and arranging and participating in meetings for Sweetwater Authority staff. We also developed political support for the Facility Expansion, coordinating with the local House Delegation, Senators Boxer’s and Feinstein’s staff, and key Committees in Congress. One aspect of this was obtaining letters of support from Senator Feinstein, Congresswoman Davis and Congressmen Hunter, Peters and Vargas. Senator Feinstein, in her role as Chair of the Senate Energy and Water Appropriations Subcommittee requested that the Bureau provide maximum funding for the project.

As a result, the Sweetwater Authority was awarded $10.45 million for the Reynolds project, including:
- $1.5 million in 2014
- $5.25 million in 2015 (the highest amount of the 7 projects receiving funding that year)
- $3.7 million in 2016 - which completed the Federal share of the project

Prior to the current moratorium on Congressional earmarks, we were successful in supporting appropriations targeted for the project, with $94,000 appropriated for Sweetwater Authority in 2012 and $268,000 in 2013.

We also were able to help secure Federal support through the USGS to assess the San Diego Formation. Through our work with Senator Feinstein in her role as a senior member of the Appropriations Committee, $1.8 million was appropriated in Federal funds for the USGS to study the Formation, including the level of sustainable recharge. This analysis was critical to demonstrating the safe operation and future expansion of the Reynolds Plant, as well as potential development of other water recycling or reclamation facilities by Sweetwater Authority.

San Diego Four-Reservoir Intertie (Sweetwater Authority)
At the direction of the Sweetwater Authority, we successfully advocated to advance a four-reservoir intertie in the San Diego Region. This proposal to increase the capability to store and manage imported water achieved a major milestone with enactment of legislation in 2009 that authorized the Bureau of Reclamation to conduct a $6 million feasibility study of the project to identify potential construction options.
Once Sweetwater Authority identified the project as a priority for its Federal agenda, we worked closely with your staff to develop an aggressive and comprehensive legislative strategy. We undertook the role of primary lobbyists for the region in advocating the proposal, coordinating the advocacy efforts of a coalition of local stakeholders. We advocated the project to Congress, developing key support from Congressman Hunter and Senator Feinstein. We also worked with Committee staff to successfully mark up the legislation. In addition, we lobbied the Bureau of Reclamation in Temecula and Washington, DC, with the result that a rare statement of support by the agency was given at the legislative hearing for the bill.

Santa Maria Levee
In addition to our documented track record of Bureau of Reclamation projects, Thomas Walters and Associates, Inc. has the expertise and experience to fulfill the Scope of Services with any other Federal agencies that may be required. Our success obtaining funding for the Santa Maria Levee provides a representative example of our work on major infrastructure projects with agencies such as the Army Corps of Engineers (USACE).

The Levee is a USACE constructed project that is maintained by Santa Barbara County. As originally constructed, the levee was inadequately reinforced to withstand river flows, and it had breached in the past. As a result of our advocacy on behalf of the County, a total of $47 million in USACE funding through appropriations bills and ARRA was approved to fully fund the initial 6.3 miles of levee work.

On behalf of the County, we lobbied the House and Senate Appropriations Committee staff on the project, requesting their support and ensuring that there would be no unexpected hurdles in the process. We worked with the local House Delegation and California’s Senators to elevate the project to a high priority for funding, and focused on Senator Feinstein in her role as an Appropriations Committee member. We advocated the project with USACE staff at the District, Division and Headquarters levels to implement the project and obtain administration support for funding, including working with the Assistant Secretary of the Army for Civil Works to obtain a rare waiver allowing a 100 percent Federal share.

Ecosystem Restoration and Habitat Conservation
The County of Ventura has made watershed/ecosystem restoration a priority, with an emphasis on integrated watershed management and environmentally sound approaches. We have advocated for a wide variety of Federal resources on behalf of the County to support their efforts. In doing so, we implemented successful legislative strategies to obtain Federal support for the major watersheds in the County, including:

- The Santa Clara River Watershed Protection Plan through the Army Corps of Engineers
- The Calleguas Creek Watershed Management Plan through the EPA
- The Beardsley Wash Watershed Project through the USDA
- The Ventura River Watershed Restoration Project through the USACE (including authorization of a $144.5 million USACE project, with a Federal share of $89.7 million)
For each of these efforts, we consulted with the County to advise them on where and what Federal resources might be available, and helped craft an approach that would maximize their success. We directly advocated these projects with the relevant committees in Congress and the Federal Agencies, and utilized strategically planned meetings for County staff and elected officials to weigh in with key decision-makers. In each case, we worked to brief the local Delegation and solicit their support, which is always essential to success.

The Riverside County region has one of the highest concentrations of endangered and threatened species in the nation, and the successful implementation of multiple species habitat conservation plans to protect habitat while fostering economic growth has been one of the highest priorities of the Board of Supervisors since the early 1990s. We worked on behalf of the County to secure Federal resources for these efforts, in particular focusing on funding through the annual appropriations process for the Endangered Species Act’s Section 6, Cooperative Endangered Species Conservation Fund. Prior to the current moratorium on congressionally-directed funding, we successfully worked each year with members of the local Congressional delegation and Senators Boxer and Feinstein to secure targeted funding for critical habitat acquisition for both the Western Riverside Multiple Species Habitat Conservation Plan and the Coachella Valley Multiple Species Habitat Conservation Plan. Since the moratorium, we have lobbied for the highest level of funding for Section 6 each year in order to position the region to compete for habitat funding. The Department of Interior’s US Fish and Wildlife Services has responded by awarding funding to the region’s habitat plans each year. Most recently, USFWS awarded $2 million in FY 2016 funding for 1,025 acres for the Western Riverside MSHCP, and $2 million for 4,823 acres for the Coachella Valley MSHCP.

In addition to habitat conservation efforts, the County of Riverside has invested significant efforts at both the State and Federal levels into the restoration of the Salton Sea. We supported those efforts by assisting the County in its Washington, DC, advocacy, including numerous meetings for Board members, County staff, and Salton Sea Authority officials to promote the critical need for action on the restoration project. These meetings have included members of the California House Delegation, Senators Boxer and Feinstein, relevant policy and funding committees in both the House and the Senate, and key officials of Federal agencies such as the Army Corps of Engineers, the Department of Agriculture, and the Department of Interior. Federal officials pledged $30 million for the effort in 2016 as a result of the County’s multi-pronged efforts. In addition, S. 2848, the Water Resources Development Act of 2016, authorized the Corps to begin partnering with local governments and agencies on up to $30 million of Salton Sea Restoration projects.

**Calleguas MWD Recycling Project**

Our efforts on behalf of the Calleguas Municipal Water District to obtain funding for its water reclamation and reuse facility is directly analogous to Sweetwater Authority’s projects and demonstrates our capability to work with agencies such as the Bureau of Reclamation on your behalf.

Our advocacy on the Calleguas Water Recycling Plant has ranged from helping to obtain authorization for a new construction start to obtaining Administration and Congressional support to finish construction of Phase I of the facility. The fully authorized Federal project share
of $20 million has been obtained through Bureau of Reclamation grants, Congressional appro-
priations and ARRA funding. The funding has been used to construct the Calleguas Salinity
Management Pipeline, which supports several treatment projects designed to clean up local
groundwater supplies and better utilize recycled water.

We directly lobbied the House and Senate Appropriations Committees on this project, request-
ing their support and ensuring that there would be no unexpected hurdles in the process. We
also worked with the local House Delegation and California’s Senators to elevate the project to
high priority for funding. Senator Feinstein holds a leadership role on water issues in the State
of California, so we carefully cultivated and obtained her support for the project. The local
House Delegation played a key role in initiating and sustaining the Federal role in the project,
and the bipartisan support we cultivated through our ongoing advocacy was especially helpful
in continuing Federal involvement regardless of changes in partisan control of Congress. We
also advocated the project to Bureau of Reclamation staff in Temecula, Denver and Wash-
ington, DC, with the result that the project was included in Presidential budget proposals in the
Clinton, Bush and Obama Administrations.

D. References

County of Santa Barbara (Board of Supervisors & all elements of general government)
Contact: Terri Maus-Nisich, Assistant County Executive Officer
105 E. Anapamu St., Santa Barbara, CA 93101
Telephone: (805) 568-3415; tmaus@sbcaco.org

County of Ventura (Board of Supervisors & all elements of general government)
Contact: Sue Hughes, Deputy County Executive Officer
800 South Victoria Avenue, Ventura, CA 93009-1940
Telephone: (805) 654-3836; Susan.hughes@ventura.org

Santa Barbara County Association of Governments
Contact: Gregg Hart, Government Affairs & Public Information Manager
260 N. San Antonio Road, Suite B, Santa Barbara, CA 93110
Telephone: (805) 568-3415; GHart@sbcag.org

Monterey-Salinas Transit
Contact: Carl Sedoryk, General Manager
19 Upper Ragsdale Drive, Suite 200, Monterey, CA 93940
Telephone: (831) 264-5001; csedoryk@mst.org

Western Riverside Council of Governments
Contact: Rick Bishop, Executive Director
4080 Lemon Street, 3rd Floor, Riverside, CA 92501-3609
Telephone: (951) 955-8303; Bishop@wrcog.cog.ca.us
4. APPROACH TO PROJECT
Thomas Walters & Associates, Inc. owes its success primarily to our ability to work with clients to develop the most effective advocacy strategy given the issues at hand and the existing political landscape, and we will continue do so in our working relationship with Sweetwater Authority. Our philosophy has always been to operate in a team approach as a Washington, DC, extension of our clients’ policy implementation staff. We have carefully reviewed the Scope of Services in the Request for Proposals, and find the tasks highly consistent with the services that our firm currently provides to the Authority and has successfully provided to California public entities for over forty years. As such, the approach of Thomas Walters and Associates, Inc., in providing Washington lobbying services will specifically include the following action items.

1. Maintain a presence on behalf of the Authority in the Washington, DC, area
Based upon our many years and extensive experience in providing Federal representation services for Sweetwater Authority, Thomas Walters & Associates, Inc. already has established and maintained a significant presence for the Authority in Washington, DC. We have developed relationships on behalf of your agency with the broad spectrum of elected officials and Federal agencies pertinent to your interests and needs in the Nation’s Capital. These include the local delegation and other elected members of Congress; relevant Congressional committees such as the House and Senate Appropriations Committees, the House Natural Resources Committee, and the Senate Committee on Energy and Natural Resources; and Federal agencies that include the Bureau of Reclamation, the Army Corps of Engineers, the U.S. Department of Fish and Wildlife, the U.S. Geologic Survey, and the Department of Energy. In each instance, when we walk into a meeting or make a telephone or email contact, we do so not as Thomas Walters & Associates, Inc., but as the Washington representatives of the Sweetwater Authority, reinforcing your brand, not ours.

Our ongoing and frequent interactions with the local Congressional delegation will be paramount to our Washington representation of the Authority. We will begin each year by meeting with the offices to discuss the goals for the legislative session. We will also meet with them on an ad hoc basis throughout the year and keep in close contact by telephone and email with appropriate delegation staff on a regular basis to discuss and advocate regarding both specific and general issues of concern to the Authority. We will provide them with briefing papers as background on specific issues, (samples available upon request), and work in concert with Sweetwater staff to develop in-depth responses to questions or requests for additional information from delegation offices. Our experience is that we are frequently contacted by the Congressional offices to request information regarding potential impacts on our clients, or to alert us to opportunities that may benefit them. We will continue to utilize this working relationship with the San Diego Congressional delegation on behalf of the Sweetwater Authority.

2. Review federal policies, programs and legislation which may affect the Authority
Our daily interaction with Capitol Hill and relevant Federal agencies will allow us to function as the eyes and the ears for Sweetwater Authority in Washington, DC and a constant on-the-ground presence to protect your interests. Drawing on our experience and expertise, we are alert for legislative, regulatory or other public policy proposals that could impact our clients.
In addition, we apprise our clients of opportunities to include in their Federal programs, and help them engage issues early in the process for maximum impact.

On a daily basis we review the Congressional Record to identify new bills introduced in the House and Senate that may have an impact on or be of interest to the Authority, and action on previously identified bills. We also review the Federal Register to identify Federal agency actions of potential significance, including proposed, interim and final regulations, and competitive grant offerings. In addition, we closely monitor alerts from advocacy groups such as ACWA regarding both legislative and regulatory actions that may impact Sweetwater.

After identifying pertinent legislation or regulations, we provide them to you for review and analysis, utilizing a distribution system to ensure that the appropriate personnel receive the information as quickly as possible. When appropriate, we provide additional information to aid in their analyses, including Congressional committee reports, Congressional Research Service reports, Government Accountability Office reports, and section-by-section summaries and analyses. We use a variety of methods of tracking action on bills and regulatory actions, including direct contact with Congressional committees and Federal agencies, online bill tracking services such as Congressional Quarterly’s CQ.com, internal databases and spreadsheets, and advocacy group updates and alerts. At relevant junctures, we will report to the Authority on further activity on the bills, regulations and grant opportunities, and provide information regarding changes, updated analyses, summaries, and deadlines. Frequently, our clients will request further information on a specific bill or regulation. We will contact appropriate Committee staff or Federal agency officials to obtain clarification, additional information and resource material. We will also explore and utilize other resources, such as analyses, summaries and other material developed by national advocacy groups and trade organizations.

3. Provide assistance in identifying and securing Federal funds for the Authority
The proposal by President Trump to provide $1 trillion for infrastructure over ten years has raised the possibility of significant Federal spending on water, public works, and environmental projects. We are in regular contact with the infrastructure committees in Congress and the local Delegation to track the development of this as-yet-unreleased plan, as well as advocating for direct Federal funding for projects, rather than only relying on private investment.

As demonstrated in Section 3 of this proposal, Thomas Walters & Associates, Inc. has worked on behalf of our clients to achieve millions of dollars in grant and loan funds, both through the annual appropriations process and through competitive grant opportunities. While there is currently a moratorium on the inclusion of specific projects or “earmarks” in the annual appropriations bills, we will continue to work closely with the Authority’s local Congressional delegation, Senators Harris and Feinstein, and the House and Senate committees of jurisdiction to explore and take advantage of any potential funding opportunities via the legislative process. We will work with both the delegation offices and Authority staff to ensure that requests to be submitted to Congressional committees include all required and relevant information, presented to best position the Authority’s proposals to move forward. This includes clarifying the requested information with the Congressional offices, researching appropriate authorizations, agencies and accounts for the requests, making suggestions and edits to initial drafts to focus
the requests appropriately for specific resources, and submitting the final, completed versions of the request forms in a timely manner to the appropriate offices.

Through our ongoing contacts with appropriate Federal agencies and daily monitoring of potential new funding streams through such vehicles as the Federal Register and Grants.gov, we will continue to identify Federal competitive grant opportunities that match with the needs of the Authority and promptly provide relevant information through emails, electronically distributed desk notes, and follow-up telephone contacts as needed. More in-depth information will be provided as either an attachment or a link to a relevant site, such as a specific grant opportunity being offered by a Federal agency. As with all of our reporting, these grant notifications are intended to succinctly provide the Authority with sufficient information to make an informed evaluation of the opportunity, without being overburdening.

While the actual grant applications will typically be written by Authority staff, we will assist in their development on an as-needed basis, including querying the Federal agency for additional background and researching specific questions. It is not uncommon for us to arrange a conference call between Authority staff and Federal officials to assist in the development of the grant application. Once a grant application has been submitted, we will work with the local Delegation to develop political support, often with a delegation letter to the agency administrator, and provide any follow-up actions as needed throughout the grant evaluation and award process.

4. Development of Annual Strategic Work Plan
Our approach to Washington representation involves close coordination and communication with Sweetwater to fully understand and meet your needs and priorities. Over the past 17 years, we have worked with the Sweetwater Authority management team each year to advise you on the development of your Federal work plan and to maximize the effectiveness of your advocacy program. Our record of success providing innovative funding sources for projects such as the San Diego Formation Assessment and Sweetwater River Watershed Cross-Media and Water Quality Monitoring Project demonstrates the effectiveness of the lobbying work plans developed in cooperation with your agency.

We will continue to travel to Chula Vista to meet with the Authority’s Management team to discuss those needs and priorities and develop an annual strategic work plan. We also utilize conference calls, e-mail and other forms of ongoing communications to facilitate this process. Thomas Walters and Associates will also suggest issues that may be of interest or concern based on our knowledge of the current landscape in Washington, DC, as well as strategic advice and feedback on the practicality of Sweetwater Authority proposals. We have utilized this approach in the past with Sweetwater, and these work plans demonstrate our ability to work with your agency in an ongoing, collaborative process to ensure the maximum effectiveness of your Federal agenda advocacy program.

With completion of the Reynolds Groundwater Desalination Facility Expansion, the current work plan focuses on monitoring, identifying, and securing any potential funding sources for Sweetwater Authority projects, including the Sweetwater Dam and South Dike modifications. As the Trump Administration fleshes out its many infrastructure, environmental, budget, and public works proposals with actual details, we expect numerous opportunities for Sweetwater
Authority and the necessity to carefully protect your agency from negative impacts. Accordingly, we propose to continue to modify and update the strategic work plan throughout 2017 and into the future as needed to add specificity and details.

5. **Submit written quarterly reports**

We will provide timely information to Sweetwater Authority both informally and formally on an almost daily, sometimes hourly basis. This will include a written quarterly report regarding both implementation of your agenda, and policy and funding developments and opportunities related to Sweetwater Authority. Informally, we will provide critical information immediately via telephone or email directly to the Management Team, particularly when it is time-sensitive as in the case of grant opportunities or impending Congressional actions of note or concern. More formally, we will utilize a variety of vehicles to enable us to report information in ways that are both useful and responsive. In addition to the regular quarterly reports, we will utilize periodic Washington Updates as interim reports on actions or issues when needed.

6. **Consult with Management team regarding annual strategic work plan, activities and lobbying services**

We will regularly consult with the Sweetwater Authority management team, including participating in conference calls to discuss the strategic work plan, what is going on in Congress, and lobbying activities that may be needed. In addition, we will travel *at least* once a year to San Diego County to meet with Sweetwater Authority management to work on the proposed annual strategic work plan, as well as to confer on the current political landscape in Washington, DC, and appropriate lobbying strategies. These face-to-face meetings serve a variety of functions in furtherance of the Authority’s needs and goals in the Nation’s capital. They provide the opportunity for more extensive dialogue regarding implementation strategies, a deeper understanding of the issues themselves, and both factual and anecdotal background information for advocacy purposes. They may also bring to light new and/or tangential information or concerns to be incorporated into our lobbying efforts on behalf of Sweetwater.

7. **Respond to Authority Management Team and work with local partners**

In the course of representing Sweetwater Authority, we have received and promptly responded on a regular basis to hundreds of communications from the Authority. Our representation of Sweetwater will continue to emphasize rapid and complete responses to any and all inquiries from your agency, with the goal of providing you with complete and useful information for guiding your advocacy program and ensuring seamless collaboration of our coordinated lobbying efforts. As the eyes, ears and voice for Sweetwater in Washington, DC, ongoing communication and responsiveness will be critical to our partnership.

Our firm has provided Washington, DC, representation services for local governments in the San Diego region for over 40 years. We will continue to utilize our decades of experience in the region to work cooperatively with local partners on behalf of Sweetwater. Examples of our effectiveness include our coordination of advocacy by the City of San Diego, the San Diego County Water Authority and the Metropolitan Water District in support of the San Diego Four-Reservoir Intertie legislation. We also worked successfully with the City of San Diego in support of the Reynolds Plant Expansion, and we effectively briefed potential partners – including Helix and Otay – for their support of the Southern San Diego County Water Strategy.
8. Plan and coordinate Washington, DC, visits for Sweetwater Authority Officials

Thomas Walters & Associates, Inc. has extensive experience in coordinating successful itineraries for our local government clients to meet with members of Congress, agency and administration representatives during advocacy trips to Washington, DC. We have a track record of effective meetings on behalf of your agency with Federal agencies, legislators and their staff, and the key Congressional Committees with jurisdiction over your priorities. Past itineraries for Sweetwater officials are available upon request and provide excellent examples of the high quality and targeted nature of meetings that we routinely schedule on your behalf. We will continue to plan and coordinate at least two advocacy trips to Washington, DC, for Sweetwater to achieve maximum effectiveness and results for your Federal agenda.

When the Sweetwater Authority needs direct access to a specific Federal official, we have the expertise to schedule that access. In addition to individual members of Congress and Congressional committees, we have provided meetings with such disparate Federal officials as the Commissioner of the Bureau of Reclamation, the Assistant Secretary of the Army for Civil Works, and the Director of the Department of Homeland Security’s Undersecretary of Emergency Preparedness and Response, also known as Federal Emergency Management Agency.

Our longstanding working relationships with individual Congressional offices, Congressional committees and Federal agencies enable us to develop schedules of meetings that are efficient as well as effective. We typically utilize pre-meetings with the individuals with whom Sweetwater will be meeting to ensure that your efforts will be productive in achieving your goals. We attend and participate in all meetings scheduled for Sweetwater Authority officials, serving as on-the-ground administrative support. In preparation, we work with you to ensure that all participants are well briefed in advance. We will provide background information on both the issues and the itinerary, and assist in the development of briefing papers to be used in the meetings. While the technical information developed by Sweetwater staff is critical to the usefulness of the briefing papers, we will provide input regarding how it might be best presented to have maximum effectiveness, stressing such things as brevity, conciseness, and avoidance of jargon.

As needed, we will also prepare talking point papers specific to each meeting that Sweetwater Authority officials will attend. These talking point papers are designed to be a succinct, one-page summary of the meeting’s goals and objectives to be used both in preparation for and during the meeting. Typically, they will include the name and position of the person with whom the meeting is being held, the issue and why it is relevant to that individual, salient points to be made, and brief reiteration of pertinent background information, including any prior or pending Congressional or administrative actions relevant to the issue.

Congressional hearings are often a key prerequisite for advancing a legislative proposal and we have been very effective in representing Sweetwater in this regard. We maintain ongoing contact with the key committees and provide requested information and testimony on your behalf. We will also continue to provide comprehensive support for Sweetwater Authority officials who are testifying in Washington, DC, including:
• Advising on Committee protocols and hearing procedures
• Providing administrative and logistical support throughout the hearing process
• Assisting with the drafting of testimony and fact sheets
• Prepping on likely questions and suggested responses
• Briefing Committee members and staff beforehand and following up afterwards

As a representative example, we provided all of these services for then-Board Chair Pocklington when he delivered testimony before the House Resources Committee in support of legislation to authorize Bureau of Reclamation support for a new brine line to serve the Reynolds facility.

12. **Undertake additional activities as needed**
Thomas Walters & Associates, Inc. is prepared to provide any additional representation services that may be necessary. As detailed above, Thomas Walters & Associates, Inc., is well-versed in all aspects of the Federal legislative, administrative, and funding processes, and can readily scale up to provide full-service representation in Washington, DC, on behalf of the Authority as potential project funding sources are identified or if specific legislative or regulatory issues are added to the strategic work plan. Our approach will continue to be to ensure that Sweetwater Authority does not miss any opportunities.

We will also continue to be available for additional travel to the San Diego region as needed, and, if requested by Sweetwater, we will attend a Board of Directors meeting to report to the Board and discuss your advocacy efforts. These trips will be scheduled to ensure that their timing is optimal for maximum effectiveness, as determined by the Authority.

In accordance with the requirements of this RFP, the costs for additional services will be negotiated at the time the services are requested on an as-needed basis, consistent with levels negotiated between the Authority and Thomas Walters & Associates, Inc. in the past.

5. **COST OF SERVICE**
Work for the Sweetwater Authority as expressed in the listed scope of services is compatible with that of many of our other clients, allowing us to achieve certain economies of scale. Therefore, we propose to continue to provide Standard Lobbying Services for the Authority as expressed in this RFP at the current annual fee of $24,000. This would include all costs, including salaries and other overhead. Invoices will be submitted in advance on a monthly basis in the amount of $2000, with standard Net 30 payment terms.

6. **SUBCONSULTANTS**
Thomas Walters & Associates does not anticipate the use of sub-consultants in its provision of Federal lobbying services for the Sweetwater Authority.

7. **CURRENT WORKLOAD**
Thomas Walters & Associates, Inc. currently provides Washington, DC, lobbying services for the following clients:
• **Sweetwater Authority**
  - Type of Contracted Services: Washington representation, focusing on authorization and funding for local water resources projects

• **County of Santa Barbara (Board of Supervisors & all elements of general government)**
  - Type of Contracted Services: Full service Washington representation to implement Board-adopted Federal Legislative Program.

• **County of Ventura (Board of Supervisors & all elements of general government)**
  - Type of Contracted Services: Full service Washington representation to implement Board-adopted Federal Legislative Program.

• **Santa Barbara County Association of Governments**
  - Type of Contracted Services: Washington representation, focusing on authorization and funding for local transportation projects

• **Monterey-Salinas Transit**
  - Type of Contracted Services: Washington representation, focusing on authorization and funding for local transit projects

• **Western Riverside Council of Governments**
  - Type of Contracted services: Washington representation, focusing on endangered Species habitat conservation issues and Property Assessed Clean Energy issues.

This workload is well within the firm’s capabilities, and as it already involves providing Sweetwater Authority with the full Scope of Services included in the RFP, there will be no impact on the Scope to be included in the Agreement for Services.

**8. AGREEMENT CONTRACT TERMS AND CONDITIONS**

Thomas Walters & Associates, Inc. has reviewed the Sweetwater Authority’s standard Consultant Agreement for Services, is in agreement with the standard contract language, and can meet the minimum insurance requirements.
Proposal to Provide Federal Lobbying Services – Resumes

Sweetwater Authority
Tom Walters, President
Thomas Walters & Associates, Inc.
Telephone: 202-737-7523
t Walters@twaltersinc.com
EMPLOYMENT

THOMAS WALTERS & ASSOCIATES, INC.
WASHINGTON, DC
President January 1998 to Present
Chief of Staff September 1991 to December 1997
Responsibilities: Washington representation for California local government entities and special districts, including: Advocate legislative policies established by client agencies with appropriate members of Congress, Congressional committees, and Federal agencies; Develop and implement strategies for advocacy of specific legislative proposals initiated by client agencies; Advocate in support of grant proposals, agency waivers, and regulatory changes sought by client agencies; Monitor and track Federal legislation; Report on Federal legislation, policies, grant opportunities, and regulations to client agencies.

COUNTY OF SAN DIEGO, DEPARTMENT OF SOCIAL SERVICES
SAN DIEGO, CA
Legislative Director December 1987 to August 1991
Responsibilities: Development and coordination of annual Legislative Program; Analysis of State and Federal legislation - including fiscal impact - with subsequent recommendations to the County Board of Supervisors; Analysis of annual State and Federal budget proposals; Liaison with legislative staff, including drafting of bill language; Representing the County on a variety of State and local legislative task forces.

Program Manager August 1986 to December 1987
Responsibilities: Planning and implementation of strategies and activities for a variety of employment programs for recipients of public assistance; Directing and supervising staff in the development and implementation of line procedures; Research, analysis and interpretation of State and Federal statutes and regulations; Budgeting and fiscal monitoring.

Program Analyst September 1984 to August 1986
Responsibilities: Research, analysis and interpretation of State and Federal statute and regulations; Collection, analysis and interpretation of data; Preparation of written reports and procedures; Assist in program management, including fiscal monitoring.

EDUCATION

Bachelor of Arts, Biology June 1972
SAN DIEGO STATE UNIVERSITY SAN DIEGO, CA
GRADUATION WITH HONORS AND DISTINCTION

Bachelor of Arts, English June 1972
SAN DIEGO STATE UNIVERSITY SAN DIEGO, CA
GRADUATION WITH HONORS AND DISTINCTION

PERSONAL

Member, American League of Lobbyists
Member, Trout Unlimited, Northern Virginia Chapter
Member, Fairfax County Audubon Society
EMPLOYMENT HISTORY

1998 – Present

Senior Legislative Representative
Thomas Walters & Associates, Inc.
Washington, DC

1988 - 1998

Legislative Assistant
Representative Elton Gallegly (R-23rd District, CA)
United States House of Representatives

1987-1988

Legislative Assistant
Representative George C. Wortley (R-27th District, NY)
United States House of Representatives

PROFESSIONAL EXPERIENCE

• Represented all Federal interests for two water agencies, as well as several counties and other local agencies.
• Worked with members of Congress and their staffs to obtain Federal funding water and environmental infrastructure.
• Met with agency heads or their staffs to achieve administrative actions and resolve problems.
• Provided liaison with Federal agencies and national organizations.
• Drafted and publicized legislative proposals; produced and disseminated written information to explain and promote agendas.
• Provided counsel on pending Congressional business; monitored activity to maximize the impact of clients and advance their priorities.
• Prepared written analyses of policy issues; distilled complex subjects into understandable and usable information.
• Wrote and/or edited manuscripts, correspondence, legislation and position papers.

EDUCATION

1986 B.A., Wheaton College (Illinois)
PROPOSAL TO PROVIDE FEDERAL LOBBYING SERVICES FOR THE:

Sweetwater Authority

Submitted by

Greg Burns
Van Scoyoc Associates Inc.
1201 Maryland Ave, SW
Suite 880
Washington, D.C. 20024
202-737-8162
gburns@vsadc.com

May 10, 2017
Firm Background

FIRM EXPERIENCE
Van Scoyoc Associates (VSA) is a bi-partisan, full-service Federal government relations firm that provides comprehensive Legislative and Executive Branch strategic advice, liaison service, and advocacy. VSA’s strength lies in our ability to work with Federal decision-makers to achieve our clients’ objectives. VSA is known for substantive and procedural knowledge and broad experience, allowing VSA to develop and implement creative solutions to seemingly intractable problems. Simply put, we are known for achieving results.

VSA currently represents over 200 clients, including a wide range of public and private interests such as city and county governments, water and flood control districts, public transportation agencies, major research universities, defense contractors, hospitals, health care and research consortia, economic development authorities, and Fortune 500 companies.

VSA was established in Washington, D.C. in 1991 by H. Stewart Van Scoyoc. The company’s organization is anti-bureaucratic and designed for quick action.

The formula for our success lies in the fact that we remain engaged with our clients on a daily basis through every step of the legislative and regulatory process. Because of this hands-on approach, our clients are assured the highest level of professional service, resulting in greater success. Recently, Bloomberg Government recently gave VSA its highest ranking for client retention.

While our company is relatively large, our personalized team approach allows us to tailor a government relations strategy to fit each client’s needs. Vice President Greg Burns will lead the VSA team for the Sweetwater Authority. He will be the primary point of contact at VSA and can assist with further questions or inquiries from the Authority regarding this response. VSA has assembled a team that understands the Federal needs of a client like the Authority and is ready to implement a strategy to achieve the Authority’s Federal goals. Van Scoyoc Associates does not have any existing or past financial relationships with current members of the Authority’s Governing Board or staff.

We have a strong track record of working with key legislators, committee staff, and Federal agency officials under the highest ethical standards and professional conduct. We are well experienced in all aspects of Federal advocacy and can help ensure that the Authority’s Federal agenda is fully implemented.

Service: VSA provides the human touch of a small entrepreneurial firm by assigning specific principals and staff to each client. We encourage innovation and foster a dynamic working relationship with clients and staff. A central component of our approach is regular communication with our clients. Effective and timely communication between clients and the Federal government is a crucial part of our philosophy. We believe that without this communication, particularly in today’s competitive environment, it is difficult to achieve success.

Resources: VSA can summon the skills and expertise of our entire staff on behalf of any client. We can address any issue that arises. The strength of our client relationships combined with our years of Legislative and Executive Branch experience make us a powerful advocate. VSA staff has worked side by side with leaders in Congress, the White House, and Federal agencies.

Balance: From its inauguration, VSA has worked to maintain a bipartisan balance. This commitment makes VSA extremely effective today, when politics are more polarized than ever and political power fluctuates between parties. The VSA staff is comprised equally of Democrats and Republicans. VSA has strong ties across party lines and can find creative solutions to problems.

Skill: Federal budget constraints, fierce competition for financial assistance, and emerging legislation and regulations require knowledge and skill to navigate the legislative and regulatory processes. VSA positions our clients to take advantage of every opportunity in Washington, D.C. and ensure that your concerns and priorities are addressed.

Detail: VSA will establish strong relationships with the Authority and its partners, and thus, we will gain a strong understanding of your needs and priorities. VSA will develop strategies to achieve each new objective, while maintaining...
the strong working relationship that the Authority has with Federal agencies, the White House, the Authority’s congressional delegation, key congressional committees, and professional organizations in D.C.

**Integrity:** In today’s political atmosphere, a company offering Washington, D.C. representation must be above reproach. Van Scoyoc Associates will represent Sweetwater Authority in a dignified and ethical manner. All relevant team members are registered lobbyists and comply with all reporting requirements. We strictly abide by the provisions of the Honest Leadership and Open Government Act of 2007, including prohibitions on gifts, meals and travel for elected officials and staff.

**Experience:** Our backgrounds enable us to work on behalf of the Authority to develop and achieve your Federal legislative platform. We have experience securing Federal grants, moving Federal legislation through Congress, influencing Federal regulations and guidelines, and building coalitions. We advocate for the specific interests of a client with its Congressional delegation, and negotiated legislation and regulations with key decision-makers on Capitol Hill and in Federal agencies. Our comprehensive experience at all levels will be employed to advance Sweetwater Authority’s Federal legislative agenda.
Proposed VSA Team

VSA has extensive experience representing the interests of local governments and agencies in Washington, D.C. We are uniquely qualified to ensure effective advocacy for Sweetwater Authority’s most critical Federal legislative issues. VSA will help the Authority define specific goals and objectives, develop strategies to achieve those objectives, and undertake all the work necessary to secure funding and authorization for the Authority’s projects and programs.

Sweetwater will have full access to all the professionals at VSA, whose services can be called upon based on the Authority’s needs. Vice President Greg Burns will be the VSA Team Leader for this project and will be the Authority’s principal point of contact. He will be assisted by Director of Government Relations Laura Morgan-Kessler and Manager of Government Relations Mary Scott Hardwick.

Greg Burns
Greg Burns is a Vice President at Van Scoyoc Associates with an extensive background in lobbying and politics, experience in a wide range of issues, an insider’s view of the legislative process, and contacts throughout Washington.

Representing local and regional government entities is an interest of Mr. Burns, and it fits well with his emphasis on forging personal connections with his clients and people in government. Mr. Burns manages a team that performs work on behalf of more than 15 clients yet has time available to aggressively represent the City of Galveston.

“I like to spend a lot of time during the initial phases of a relationship, learning about my clients and their specific challenges. I need to know a community or non-profit well before representing it,” he said. That attention to detail pays off in many ways. “I value the personal ties with my clients that develop over time and generally become very strong,” Mr. Burns said.

Mr. Burns lobbies Congress and the Executive Branch on issues such as Federal funding, water resources, transportation, economic development, public safety, and not-for-profit issues. His clients come from states as diverse as Florida, California, Oregon, and Texas.

Mr. Burns believes that policy or programmatic victories can often have a bigger impact on a community than a simple Federal earmark. And over the last few years, as earmarks have fallen out of favor, Mr. Burns’ approach has been validated.

For example, he worked with one client to secure a two-year extension of the Preferred Risk Policy (PRP) rate for residents who must purchase new Federal flood insurance. With more than 8,000 new residences in the flood plain and PRP rates at least $1,000 lower than regular flood insurance rates, the community may save nearly $16 million in collective flood insurance premiums over two years. As another client said, their “successes with the Federal government can be directly attributable to the efforts of Mr. Burns.”

In the House of Representatives, Mr. Burns served on the legislative staff of former Rep. Darlene Hooley of Oregon, where he was responsible for telecommunications, health care, campaign finance reform, judiciary, and science. He also worked in the fields of financial services, transportation, foreign affairs, defense, and the environment during his time on the Hill.

Outside of Congress, Mr. Burns implemented and executed a lobbying agenda for the U.S. Public Interest Research Group in Washington, D.C. Before joining Van Scoyoc Associates, Mr. Burns was a lobbyist with Marlowe & Company, also in Washington. During his five-and-a-half-year tenure with M&C, Mr. Burns was successful in helping that company grow substantially.

Mr. Burns graduated from the University of Virginia with a Bachelor of Arts in Government and English. Most of the examples of success within the proposal are the work of Mr. Burns and his team.
Laura Morgan-Kessler
Laura Morgan-Kessler serves as Director of Government Relations for Van Scoyoc Associates specializing in public safety, water resources, economic development and public infrastructure. Prior to joining VSA, Mrs. Morgan-Kessler served for three years in Sen. Dianne Feinstein’s, D-Calif., Washington, D.C., office. Mrs. Morgan-Kessler has represented the interest of local governments at VSA since 2006.

In her role at VSA, Mrs. Morgan-Kessler works closely with many public entities and non-profits, to help them achieve success with policymakers on both Capitol Hill and within Federal agencies on a variety of issues. This includes the drafting of legislation and white papers, monitoring Federal legislative and regulatory actions, providing clients with guidance on potential Federal action items and next steps, and providing clients with timely information about Federal policy activities in Washington, D.C.

Mrs. Morgan-Kessler worked on behalf of several clients to lead the successful effort to remove the residual risk provision from the National Flood Insurance Program Reauthorization bill. It would have been detrimental to homeowners and local governments throughout the Country.

While working for Sen. Feinstein, Mrs. Morgan-Kessler worked on a range of issues including climate change, energy, transportation, and water. In this role, she also worked extensively on the Transportation Reauthorization bill and the Energy Policy Act.

Mrs. Morgan-Kessler has a Bachelor of Arts in Political Science from Wake Forest University in Winston-Salem, N.C.

Mary Scott Hardwick
Mary Scott Hardwick serves as Manager of Government Relations for Van Scoyoc Associates.

Prior to joining Van Scoyoc Associates, Ms. Hardwick worked for Pinellas County, Florida coordinating the County's government relations at the local, state and Federal level. In this role, she covered a wide range of issues such as, community development, transportation and public safety. This first-hand knowledge of the how local governments work and interact with Washington, D.C. provides her with the ability to relate to the needs of local government clients and unique insight into the issues facing local governments.

In addition, Ms. Hardwick has managed several electoral campaigns with responsibilities for crafting messaging, coordinating outreach and engaging community organizations.

Ms. Hardwick has a Bachelor of Arts in Political Science from Wake Forest University in Winston-Salem, N.C.
Experience and Qualifications

VSA has extensive experience representing government agencies and joint powers authorities at the Federal level, helping them navigate the legislative and regulatory processes. We have experience working with the California Congressional delegation and would be able to extend the Authority’s reach to senior policymakers in Congress and the Executive Branch.

The process for securing Federal funds has become increasingly competitive and subject to public scrutiny. VSA continues to work with key legislators, committee staff, and Federal agency officials under the highest ethical standards and professional conduct. We will help ensure that the Authority’s funding requests are appropriately positioned in this process, maximizing the opportunity for funding and garnering the strong support of your Congressional delegation. To be successful in today’s environment, the Authority will need to take a multi-faceted approach to securing Federal funds through the legislative process as well as through Federal agency discretionary grants.

Federal Appropriations

VSA prides itself on demonstrated success in securing funds across a wide range of programs of interest to the Authority. When earmarks were allowed, VSA secured numerous specific appropriations, including water resources and infrastructure projects. In the absence of earmarks, VSA is equally effective advocating for Federal program funding important to clients and seeking discretionary grants from Federal agencies. The examples below illustrate a few of the projects that we have successfully secured.

- Water & Sewer: Multiple drinking water and wastewater assistance projects totaling more than $25 million for various local governments.
- Water Reuse: Over $10 million in Army Corps of Engineers and Bureau of Reclamation funding for water reuse and reclamation projects.
- Flood Control: Over $200 million for California flood control projects.

Discretionary Grants

As you are probably aware, Congress enacted a moratorium on earmarks in appropriations bills in 2010. VSA is well-positioned to help the Authority navigate in a post-earmark environment in Washington, D.C. It will be increasingly important to work with the various Federal agencies to secure discretionary grant funding for the Authority to maximize funding opportunities in Washington, D.C. VSA has extensive experience working with Executive Branch departments and agencies. We can help the Authority navigate through the policy, budgetary, and legislative processes to secure grants. VSA will engage the Authority’s Congressional delegation at the appropriate time in support of your grant requests.

KEY ISSUES

Water Resources, Environment, and Natural Resources

VSA has long assisted water districts, cities, counties, and state agencies to address water resource issues of water reuse, water supply, and water quality. VSA will help the Authority address environmental issues in a practical and responsible fashion. VSA’s services extend from regulatory intervention, to appropriations for local environmental and recreation projects, to policy reform. Among the many issues we have managed are watershed protection, wetlands conservation and management, coastal restoration, air pollution, “brownfields” cleanup, water quality improvements, Section 404 permitting, and innovative environmental research and development. We have also assisted clients to develop and implement successful habitat conservation plans and special area management plans for aquatic resources.

VSA has long been engaged in water infrastructure issues including the development of water supply and reuse, storm water management, and improvement of wastewater treatment systems. VSA has extensive experience working closely with the Bureau of Reclamation, the Army Corps of Engineers, the U.S. Fish and Wildlife Service, the Environmental Protection Agency, and the Department of Agriculture.
VSA has worked extensively with the Army Corps of Engineers to help clients receive Federal funding in the absence of earmarks for water infrastructure projects. Over the past two years, VSA has helped two water districts receive over $7 million in funding in the Army Corps of Engineers annual work plan for construction of a water reuse project and groundwater quality project. We have also worked directly with the Corps to solve problems with projects or studies, encouraged the Corps to take quick action on studies, and worked proactively with the Corps to address potential problems. For example, VSA worked with all levels of the Corps to resolve an issue for Martin County, FL. As a result of a Corps audit, the Corps notified the County that they owed roughly $1.9 million to the Corps. The Corps gave the County eight days to remit the $1.9 million, or work would stop on their scheduled beach nourishment project. VSA worked with the County to draft a deal that would allow the County to pay back the $1.9 million over four years while still allowing the scheduled beach nourishment project to move forward.

We have also helped organize a coalition of local government entities working with the National Association of Counties, the National League of Cities, and the U.S. Conference of Mayors to modify pending storm water mandates for local governments. The success of this coalition effort resulted in Clean Water Act amendments and subsequent EPA regulations that established less costly requirements for municipalities whose separate storm sewer systems would be treated as industrial dischargers. Our efforts recently helped persuade EPA not to move forward with additional stormwater regulations that would have proven to be very costly to local governments. VSA is currently taking a lead role in addressing the rule to define waters of the U.S. subject to the Clean Water Act, a regulation that could potentially increase the cost of stormwater infrastructure, roadside ditches, and water delivery systems, while also exposing local governments to a greater threat of litigation.

**Flood Control**

VSA has secured authorizations and funding for critical flood control projects throughout the country. Some projects created new Federal policy such as Federal reimbursement of locally funded projects and created a new category of flood zones for areas where flood control improvements are imminent or under construction. We have also developed strong credentials and capabilities working with the U.S. Army Corps of Engineers and Federal Emergency Management Agency (FEMA) on agency policies and guidance.

With respect to funds secured for specific projects, we helped the City of Santa Maria, California secure $47,210,000 over three fiscal years for the reconstruction of the Santa Maria River Levee system that will help protect the more than 100,000 residents of northern Santa Barbara County from the threat of flooding. This new flood control system will not only protect the City, but also ensure that most of its residents do not have to pay for mandatory flood insurance. In another example, we helped the City of Visalia, California secure a $1,998 million disaster recovery grant from the Economic Development Administration for construction of storm drainage and flood management facilities to reduce the potential of localized flooding in the City’s downtown area.

From a policy perspective, in 2015, VSA advocated for changes and securing modifications to the President’s Federal Flood Risk Management Standard. VSA believed the new standard could have resulted in wide-ranging effects on local land use decisions, including stricter floodplain management skewed toward natural system utilization and mandated building codes for all areas within a floodplain regardless of flood protection systems. The standard also could have delayed or significantly increased the cost of water and other public infrastructure. FEMA ultimately adopted a more modest final interpretation of the Standard, but each Federal agency is now required to release implementation guidance. VSA will work with the City to review the various agencies implementing guidance to ensure consistency with state and local flood control offices.

**VSA GOVERNMENT CLIENTS**

VSA is well prepared to continue to advance Sweetwater Authority’s Federal legislative and regulatory goals based on our extensive experience advocating on behalf of local governmental agencies since our inception 26 years ago. Below is a list of all our current government agency clients.

<table>
<thead>
<tr>
<th>Alabama State Port Authority</th>
<th>City of Thousand Oaks, CA</th>
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<tbody>
<tr>
<td>Alameda-Contra Costa Transit District</td>
<td>City of Torrance, CA</td>
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<tr>
<td>Baldwin County Commission, AL</td>
<td>City of Visalia, CA</td>
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<td>Broward County, FL</td>
<td>City of Westminster, CA</td>
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<tr>
<td>California Department of Water Resources</td>
<td>City of Yukon, OK</td>
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<tr>
<td>Cambria Community Services District, CA</td>
<td>Clark County Public Transportation</td>
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<tr>
<td>Charlotte County, FL</td>
<td>Clean Water Services, Washington County OR</td>
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<tr>
<td>City of Baltimore, MD</td>
<td>County of Del Norte, CA</td>
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<tr>
<td>City of Beaverton, OR</td>
<td>County of El Paso, TX</td>
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<td>City of Clearwater, FL</td>
<td>County of San Diego, CA</td>
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<td>City of Clinton, OK</td>
<td>Dallas Area Rapid Transit</td>
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<tr>
<td>City of Coconut Creek, FL</td>
<td>Eastern Municipal Water District</td>
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<tr>
<td>City of Dana Point, CA</td>
<td>Galveston County, TX</td>
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<td>City of Elk Grove, CA</td>
<td>Galveston Island Park Board of Trustees, TX</td>
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<td>City of Gadsden, AL</td>
<td>Martin County, FL</td>
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<td>City of Galt, CA</td>
<td>Memphis-Shelby County Airport Authority</td>
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<tr>
<td>City of Gulf Shores, AL</td>
<td>Mission Springs Water District</td>
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<tr>
<td>City of Gulfport, FL</td>
<td>Mobile County Commission, AL</td>
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<tr>
<td>City of Iola, KS</td>
<td>Mobile Regional Airport Authority, AL</td>
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<td>City of Irvine, CA</td>
<td>Monroe County, FL</td>
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<td>City of Lawton, OK</td>
<td>Pasco County, FL</td>
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<tr>
<td>City of Manteca, CA</td>
<td>Pinellas County, FL</td>
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<tr>
<td>City of Norman, OK</td>
<td>Pinellas Suncoast Transit Authority</td>
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<tr>
<td>City of Norwalk, CA</td>
<td>Rural County Representatives of California</td>
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<tr>
<td>City of Orange Beach, AL</td>
<td>San Joaquin Area Flood Control Agency, CA</td>
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<tr>
<td>City of Palo Alto, CA</td>
<td>Santa Clara Valley Transportation Authority, CA</td>
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<tr>
<td>City of Pismo Beach, CA</td>
<td>St. Clair County Commission, AL</td>
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<tr>
<td>City of Rancho Cucamonga, CA</td>
<td>St. Lucie County, FL</td>
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<tr>
<td>City of Rio Rancho, NM</td>
<td>Utrok Atoll Local Government, Marshall Islands</td>
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<tr>
<td>City of Rocklin, CA</td>
<td>Virginia Port Authority</td>
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<tr>
<td>City of Santa Maria, CA</td>
<td>Washington County, OR</td>
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<tr>
<td>City of Stockton, CA</td>
<td>Wayne County Airport Authority, MI</td>
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<tr>
<td>City of Tempe, AZ</td>
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VSA and many of its Vice Presidents have dedicated their careers to representing local government interests in Washington, D.C. We understand the challenging budget climate in which local governments must now operate and that public services are squeezed by financial constraints and the prospect of additional Federal regulation. Sweetwater Authority must adapt to fiscal constraints at all levels of government, yet continue to deliver essential public services to its residents. We understand the budgetary constraints facing the Authority, and if selected to serve as your Federal advocates in Washington, D.C., we are prepared to help the Authority address these budgetary issues at the national level.

REFERENCES
VSA is proud of its record in representing local governmental jurisdictions. Listed below are a few of our current clients. We will happily provide further references upon request.

**Mission Springs Water District**
Arden Wallum, General Manager  
760-329-5169 ext. 138  
awallum@mswd.org

**City of Pismo Beach, CA**
Jim Lewis, City Manager  
805-773-7007  
jlewis@pismobeach.org

**City of Santa Maria, CA**
Rick Haydon, City Manager  
805-925-0951 x2200  
rhaydon@ci.santa-maria.ca.us

**City of Solana Beach, CA**
Greg Wade, City Manager  
(858) 720-2431  
gwade@cosb.org
Approach to Advocacy

SCOPE OF WORK

Washington, D.C. has seen significant changes in advocacy in recent years. Securing Federal funding or affecting legislation and regulations now requires an understanding of the new environment and an ability to work with both the Congress and Federal agencies. Your Federal advocates need to understand every aspect of working with your Congressional delegation, the leadership of congressional committees, and Federal agency staff. They need to have the ability to access a Senator’s office, understand program requirements, prepare detailed legislative submissions, and be aware of how policy proposals will affect the Authority. For these reasons, securing the Federal resources needed to advance Sweetwater Authority’s priorities will require vigilance, expertise, and a coordinated and sustained effort. VSA has the expertise needed to succeed in this new environment.

Sweetwater Authority’s proposed VSA team is well-positioned to help define Federal goals and objectives, develop strategies to achieve those objectives, and undertake the work necessary to be successful. Outlined below is the approach that VSA will take in assisting the Authority to secure Federal project funding and policy initiatives.

Strategic Intelligence and Communication

VSA will be the Authority’s “eyes and ears” in Washington, D.C., providing timely information on all legislative and budgetary issues of concern. We will provide up-to-the-minute information and analysis. We will identify and define short and long-term funding trends well before they become apparent and identify the intersection of the Authority’s priorities and Federal opportunities. We will work with the Authority’s Congressional delegation and their staff, key authorizing committees, and officials at the Federal departments and agencies to emphasize your budget and policy priorities, and in that context, help shape your legislative strategy.

Communication is critical to the success of any relationship. Through the course of our work experience, we have found that it is not uncommon to spend as much time communicating with the client as we spend advocating your agenda to Federal officials. VSA prides itself on ensuring that the client has the most up-to-date information available and that opportunities and progress toward achieving them are well-understood. VSA will establish open lines of communication with Sweetwater Authority.

Deliverable: VSA will work with the Authority to draft and implement a Federal advocacy and action plan. Additionally, VSA is committed to preparing and submitting regular reports on activities and meetings, as well as time-sensitive reports on Federal activities that affect each part of this process. This will include summaries of Congressional hearings, committee meetings, floor debates, regulatory actions, budgetary proposals, and third party analysis of issues of concern. VSA will also draft legislation as needed, analyze relevant Federal proposals, and prepare briefings and updates.

Strategic Partnerships

VSA will work with the Authority to build and communicate local grass roots support for each project to demonstrate local needs and benefits. VSA will work with local partners to communicate their support of Sweetwater’s priorities to the Authority’s Congressional delegation. VSA will also work to mobilize the support of national coalitions. VSA currently participates with the National Waterways Council and the National Coalition of Flood Project Partners.

Deliverable: VSA will advocate for Sweetwater’s interests with relevant national organizations and other interested parties to ensure that the Authority’s interests are reflected in the broader efforts of these associations. VSA’s activities with these partnerships will be reported as part of the regular updates to the Authority.

Liaison with Capitol Hill and Federal Agencies

VSA will maintain regular contact with Senators Dianne Feinstein and Kamala Harris, as well as Representative Juan Vargas. We will provide liaison services as needed to the congressional committees to implement the Authority’s legislative strategy. We will also reach out to other congressional offices in California state on issues of regional significance such as water infrastructure and flood control.

VSA’s principals also have extensive experience working with Executive Branch departments and agencies, having either worked at them in senior staff positions or with them to help clients resolve policy or regulatory issues. We know how to
help the Authority navigate the policy, budgetary, and legislative processes to secure grants and address changes in regulations. We have worked issues from the lowest levels of an agency through the Office of Management and Budget (OMB) and the White House. For example, we helped secure over $6 million in funding for a groundwater desalination project in Riverside County in the FY 2014 and 2015 work plans for the Army Corps of Engineers, one of the largest appropriations made in recent years for such a project. This required the active coordination of the House and Senate Appropriations Committees; Corps of Engineers headquarters, division, and district offices, and the Office of Management and Budget. Funding for this type of project is extremely competitive and facilitated by the insistence of Congress that the Corps provide a modest level of funding for these projects nationwide. Project advocates must be aware of the funding opportunity, and adept at convincing the Corps and OMB of the efficacy of a specific project.

**Deliverable:** VSA will keep the Authority’s Congressional delegation abreast of Sweetwater’s funding and legislative priorities. In addition, VSA will help raise the Authority’s profile among the Congressional committees and Federal agencies, making Sweetwater more competitive for grant funding and ensuring that legislation addresses the Authority’s needs.

**Coordination of Washington, D.C. Lobby Trip**
VSA will handle all aspects of the Authority’s Washington, D.C. lobby trips. Prior to Sweetwater’s arrival in Washington, D.C., VSA will prepare a list of potential meetings. Once the Authority has reviewed and approved the potential meeting list, VSA will schedule all meetings on Capitol Hill as well as with the Federal agencies. Upon arrival in Washington, D.C., VSA will brief representatives from the Authority prior to our meetings to ensure that the proper message and tone is conveyed in each meeting. We will attend all meetings and complete all follow-up items resulting from the meetings.

**Deliverable:** VSA will organize, schedule and attend to all aspects of the Authority’s Federal advocacy trips, including accompanying officials to each meeting. VSA will also attend meetings with or on behalf of the Authority at regional Federal offices or other circumstances, as appropriate.

**Grant Support**
The House and the Senate have placed a moratorium on earmarks. As a result, Federal agencies now have discretion to award all grant funds. VSA is well-positioned to help Sweetwater navigate this changing environment in Washington, D.C. We can help the Authority manage the policy, budgetary and legislative processes to secure grants. VSA is prepared to provide appropriate counsel about grant applications and to engage the support of Congressional offices for the Authority’s grant applications. We can also explore new initiatives with Federal agencies, allowing Sweetwater to develop programs and projects consistent with Federal objectives. Additionally, should the Authority submit a grant application and be unsuccessful, VSA can help set up a debriefing meeting with the respective Federal agency to find out how Sweetwater can submit a more competitive application in the future.

**Deliverable:** VSA will provide the Authority with grant announcements as they are made available. Additionally, VSA will provide support to Sweetwater on all Federal grant applications, including obtaining Congressional letters of support, and helping to identify new funding opportunities.

**Legislation and Regulations**
VSA will monitor all legislation and Federal agency actions important to the Authority. Based on Sweetwater’s priorities, VSA will track the progress of legislation and advocate the Authority’s position on pending legislation, seeking to introduce, revise, or halt bills that affect Sweetwater. Similar to the full engagement in the legislative process, VSA will monitor regulations and policy developed in the Federal agencies. We will confer with agency officials to ensure that the Authority’s concerns are addressed. We have influenced Federal actions in such diverse matters as floodplain management, stormwater, law enforcement, emergency response and preparedness, transportation, and the environment.

**Deliverable:** VSA will track and monitor the status of all Federal legislation and regulatory actions important to Sweetwater. Additionally, VSA will send updates to the Authority when legislation that could impact them is moving on the Hill and report on meetings we have had to influence these initiatives. We will draft letters, official comments, briefing papers, amendments, and legislative report language to address the Authority’s concerns.
**Fees**

Van Scoyoc Associates structures its relationships with clients in a way that ensures complete and open communication. We charge a flat fee for services on a monthly retainer basis. We generally do not charge by the hour, so that communications remain open, unhindered, and our clients know exactly what our services are going to cost. We base our retainer rates on the number of principals and staff devoted to a client and the expected scope of work.

VSA proposes full and complete Federal lobbying services for Sweetwater Authority, all services covered in the Request for Proposal, Paragraph 3, Scope of Services, Part A-Standard Services, for a monthly retainer of $2,000. VSA would also propose the following hourly rates for the additional services mentioned in the Request for Proposal, Paragraph 3, Scope of Services, Part B-Potential Additional Services, as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Hourly Rate</th>
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<tbody>
<tr>
<td>Greg Burns, Vice President</td>
<td>$350 per hour</td>
</tr>
<tr>
<td>Laura Morgan-Kessler, Director, Government Relations</td>
<td>$250 per hour</td>
</tr>
<tr>
<td>Mary Scott Hardwick, Manager, Government Relations</td>
<td>$175 per hour</td>
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</table>

The proposed VSA team for Sweetwater Authority has workload capacity to manage the envisioned Scope of Work outline that is presented in the Request for Proposal.
GREGORY D. BURNS
1201 Maryland Avenue SW, Suite 880, Washington, DC 20024, 202-737-8162, gburns@vsadc.com

PROFESSIONAL EXPERIENCE

2008 - Present    Vice President, Van Scoyoc Associates, Inc.

Federal relations consultant representing more than a dozen government entity clients in the states of California, Florida, Oregon, and Texas. Advocates on behalf of cities, counties, and water and transportation districts addressing a wide variety of issues including: transportation and water infrastructure; public safety needs; regulatory matters; economic development; natural resources; and flood control. Primary facilitator in developing and implementing clients’ Federal agendas in Washington D.C.

2004 - 2008    Principal, Marlowe & Company
2002 - 2004    Legislative Representative, Marlowe & Company

Lead firm efforts representing local government entities and non-profits before the Federal government on a variety of issues including: funding for water resources/infrastructure, transportation, and economic development projects, legislative and regulatory policy, and grassroots mobilization. Work directly with congressional delegations and authorization and appropriations committees to secure legislative and funding accomplishments for clients. Develop, and work to have introduced, various items of legislation in Congress. Firms’ gross income increased over 400 percent during employment.

2000-2002    Legislative Assistant and System Administrator, Representative Darlene Hooley (D-OR)

Led and advised the Congresswoman’s efforts on health care, telecommunications, campaign finance, judiciary, and science issues, including writing and introducing legislation. Wrote a diverse array of correspondence, including floor statements, letters to the President and heads of departments, dear colleagues, press releases, and constituent letters on issues such as foreign affairs, health care, defense, judiciary, taxes, telecommunications, campaign finance, trade, financial services, transportation, small business, and labor.

EDUCATION

B.A. Government and English, University of Virginia, VA 2000.
LAURA J. MORGAN-KESSLER
1201 Maryland Avenue SW, Suite 880, Washington, DC 20024, 202-737-6552, lmkessler@vsadc.com

PROFESSIONAL EXPERIENCE

2009-Present  Director, Government Relations, Van Scyoc Associates, Inc.

Organize briefing documents, schedule meeting, monitor legislative developments and prepare legislative memorandums for VSA clients and staff. Assist Vice President Young with various tasks relating to client advocacy and representation. Responsible for completing and submitting Federal appropriations forms for over twenty clients. Manage a political action committee. Prepare and assemble written proposals for potential clients.

2004-2006  Legislative Correspondent, Senator Dianne Feinstein (D-CA)


2003-2004  Staff Assistant, Senator Dianne Feinstein (D-CA)

Answered phones, distributed mail and responded to constituent letters. Assisted with special projects for legislative and press staff. Provided phone and front office etiquette training to interns and staff. Researched and analyzed legislation pertaining to welfare, animals, energy and the environment.

EDUCATION

Bachelor of Arts in Political Science, Wake Forest University, Winston-Salem, NC, 2003.
MARY SCOTT HARDWICK
1201 Maryland Avenue SW, Suite 880, Washington, DC 20024, 202-737-7397, mshardwick@vsadc.com

PROFESSIONAL EXPERIENCE

2017 - Present  Manager, Government Relations Van Scyoc Associates, Inc.
Federal relations consultant representing more than a dozen government entity clients in the states of California, Florida, and Oregon. Advocates on behalf of cities, counties, and water and transportation districts addressing a wide variety of issues including: transportation and water infrastructure; public safety needs; regulatory matters; economic development; natural resources; and flood control.

2014 - 2017  Intergovernmental Liaison, Pinellas County, Florida
In-house government relations coordination for Pinellas County, Florida, which is located on the West Central Gulf Coast with a population of over 930,000 residents. Creation of, and research for, the Board of County Commissioners State and Federal Legislative Agendas. Advocacy on behalf of the adopted Legislative Agendas. Tracking and analysis of State and Federal legislative issues. Coordination of meetings with State and Federal legislative delegations and the County Commission. Intergovernmental relations with each of the County’s 24 municipalities. Management of contracts with State and Federal lobbying firms. Liaison to various community groups and advocacy organizations. Coordination, tracking and administration of State and Federal grants.

2012 - 2014  Executive Aide, Office of Commissioner Janet Long, Pinellas County, Florida
Staff for member of the Pinellas County Board of County Commissioners. Responsible for research of issues coming before the Commission, especially those related to transportation, infrastructure investment, affordable housing, community development and healthcare and preparing briefing materials on each issue. Managed constituent relations and outreach including drafting of month updates and reports for constituents and community organizations.

2008 – 2012  Campaign Management
Campaign management services for both electoral and issue based campaigns in Massachusetts, North Carolina and Florida. Key tasks include the development and execution of campaign strategy, coordination of media relations and communications, creation of outreach materials, management of field program, organization of public events and development of campaign position statements.

EDUCATION

Bachelor of Arts in Political Science, Wake Forest University, Winston-Salem, NC 2007