



**RESPONSE FOR PROPOSALS
FOR FEDERAL LOBBYING AND CONSULTING
SERVICES 2013**

ISSUED BY

WAYNE STATE UNIVERSITY

Due Date/Time: May 10, 2013/4:00 p.m. (EST)

Submitted by:

**Aronnax Public Strategies LLC
300 New Jersey Avenue, NW
Ste. 900, PMB# 9016
Washington, DC 20001
(202) 595-3550 (Main)
(202) 379-9738 (Fax)
www.aronnaxllc.com**



Ms. Kimberly Tomaszewski
Wayne State University – AAB
5700 Cass Avenue
4th Floor, Suite 4200
Detroit, MI 48202

Dear Ms. Tomaszewski:

Thank you for the opportunity to submit this Proposal for Federal Lobbying Services to Wayne State University. Aronnax Public Strategies LLC is more than just a lobbying firm in the heart of our nation's capital. APS offers a wide range of services including federal lobbying, strategic advocacy planning, grassroots organizing, public relations, policy research services, legislative tracking, grant writing and procurement, association management and federal contracting services. Our team identifies private-public investment resources, financing options and partnerships for its public, private and non-profit clients and we utilize our government relations experience and advocacy and business strategies to remove barriers to these strategic relationships in the U.S. and globally.

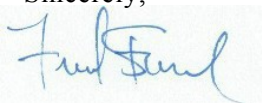
APS is the federal arm of the FedState Network. The FedState Network integrates federal and state government affairs services by joining one of Washington's newest and innovative bipartisan lobbying and public relations firms (APS) with some of the country's most influential and respected state-based government and public affairs firms to provide a seamless government affairs strategy for our clients. Collaboration between federal and state government affairs teams creates additional opportunities and efficiencies for our client, providing a true team effort approach when it comes to our clients' government relations needs. Our partner in Michigan is Kelley Cawthorne.

APS' ties to the State of Michigan are deep. We don't just have a terrific State partner in Kelley Cawthorne, but our Strategic Partner, Sherry Newton Dillard, is a graduate of WSU and worked for many years serving the citizens of the City of Detroit working for various Detroit political officials. Additionally, Fred Starzyk, Principal, is not only from Michigan, but worked for almost 20 years in Michigan politics. As a senior member of Congressman Sandy Levin's staff (both in MI and in Washington, DC) and as Legislative and Political Director for one of the State's largest labor unions (UFCW Local 951) from 2000 through 2004, and finally as the Democratic candidate in Michigan's 51st State House District in 2006, Fred's roots run deep.

Many of our clients work with us to advance federal funding programmatic objectives through the annual spending bills and to pursue relevant competitive grants and sole source and competitive contracts. Our Washington, DC based lobbying team can help elevate WSU's interests with federal officials, the Michigan Congressional delegation, and Executive Branch officials while providing cost savings to our clients compared with larger federal firms we compete against.

We are confident that we will add significant value to WSU's overall strategic and revenue goals and we look forward to providing you with exceptional federal representation. Should you have any questions regarding this submittal, please feel free to contact me directly at (202) 595-3550.

Sincerely,



Fred Starzyk, Principal
Aronnax Public Strategies LLC

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A. Firm Overview

Aronnax Public Strategies LLC (“APS”) will lead this engagement with support from APS Strategic Partner Sherry Newton Dillard, Principal at Newton Dillard Inc. (“NDI”) and APS’ State affiliate, Kelley Cawthorne (“KC”).

For purposes of the RFP, the project lead and contact is:

Fred Starzyk, Principal
Aronnax Public Strategies LLC
300 New Jersey Ave., NW
Suite 900
Washington, D.C. 20001

Phone (main) – 202-595-3550
Phone (cell) – 202-549-2363
Fax – 202-379-9738
Email – fstarzyk@aronnaxllc.com

B. Experience

APS' principals have decades of experience working on behalf of public, private and non-profit clients, including public and private colleges and universities. APS recognizes that Wayne State University has been the anchor of the City of Detroit for many years. Despite the recession, budget deficits and the recent appointment of an emergency city manager, Wayne State University continues to grow and is well positioned to raise its profile nationally as it has successfully done regionally by becoming a major landowner in Midtown: Phase I of the South University Village District was heralded as the local development of the year by Crain's Detroit Business and the announcement of Phase II is indeed worthy of National recognition. In addition, spinout companies for WSU are applying to the federal Small Business Innovation Research program to fund their different approaches to maintaining roads and bridges. Wayne State is ranked by the Carnegie Foundation as among the nation's top 2.3 percent of universities with very high research activity. These distinctions derive from creating the renowned business incubator; Tech Town, the University Research Corridor partnership, and the highly celebrated award of the Eunice Kennedy Shriver National Institute of Child Health and Human Development second 10 year contract to continue housing the Perinatology Research Branch (PRB), research areas of interest to a number of Federal grant opportunities.

Such distinctions provide opportunities to expand potential partnerships with the Department of Energy, the Small Business Administration and NIH, with a primary focus on WSU's experience in both basic research and technological development.

In the near term, the outlook for state higher education institutions is the same as for most other entities – bleak, but not impossible. On the positive side of the ledger, the Obama Administration and a more innovative- results driven Congress seem determined to open new and potentially landmark avenues for public research urban universities, such as Wayne State University, to succeed and secure necessary Federal support. The challenge for Wayne State, and its government affairs representatives, is first to use these new opportunities to weather the current financial storm and, second, to position the University to thrive as the economy improves.

Our past clients demonstrate our understanding of the types of issues that impact WSU. With our experience, our goal is to bring appropriate federal resources to the table to help WSU achieve its legislative and regulatory goals.

Among the most recent work performed on behalf of our Community College and University clients are:

- Dillard University, New Orleans, Louisiana – Just prior to the devastation caused by Hurricane Katrina and under the leadership of Dr. Michael Lomax, Dillard University was in the process of enhancing programs such as teaching and nursing and making substantial investments in critical infrastructure. Working with Dr. Lomax and his team, Andy Garfinkel helped develop the concept for Dillard's International Center for Economic Freedom and worked with the Louisiana congressional delegation to obtain nearly \$2 million in targeted Department of Education Fund for the Improvement of Postsecondary Education (FIPSE) grants. Despite enormous setbacks due to the hurricane, the Center has been highly successful at attracting students to Dillard's exceptional programs.
- St. Norbert College, DePere, WI - SNC has been listed in the top ten liberal arts colleges in the Midwest by U.S. News & World Report's guide to "America's Best Colleges" since the guide's inception in 1987. This year, for the first time, St. Norbert was ranked as a national liberal arts college. St. Norbert College was awarded \$910,000 in FY2009 through the Omnibus Appropriations Act for an initiative to prepare students in science, technology, engineering and math (STEM) fields. Congressman Steve Kagen, M.D. and Senator Herb Kohl worked with College leaders to secure funding for this important initiative. APS Principal Andy Garfinkel was instrumental in advancing this STEM field funding by working with the delegation, preparing a case statement for the project, and working with congressional staff to prepare the necessary grant requirements. The federal funds allocated to St. Norbert College was used towards instructional technology,

laboratory equipment and instrumentation, laboratory and classroom furnishings, and science discovery center supplies.

- »» Metropolitan Community College of Omaha, Omaha, NE – Our team, had a unique opportunity to work with this 100,000 student commuter campus community college in the Fort Omaha area of Nebraska. In addition to developing a comprehensive government affair strategy as a short-term initiative for the College, our team also identified a strategic partner for a high priority neighborhood redevelopment project for the campus. Our team brought in a nationally renowned historic preservation developer who we assist with Low-Income Housing Tax Credits, Historic Tax Credits, and other grants sources to advise MCC on the redevelopment project.
- »» Alverno College, Milwaukee, WI - Our team worked with the President, Vice President of Academic Affairs and Faculty of Alverno College, a highly rated teaching and nursing college in Milwaukee, Wisconsin, to develop priority funding initiatives during fiscal years 2008 and 2009. Although a targeted funding initiative was unsuccessful, the federal congressional delegation became more directly involved in the campus and subsequent grants have been announced at the campus.
- »» Marquette University, Milwaukee, WI – Assisted Marquette University in promoting as a “University Transportation Center” to House and Senate Appropriations Committees and worked on other education related funding issues.
- »» YWCAs of New York State. Worked with the YWCAs of New York State to enhance programs that support the YWCA’s mission of eliminating racism and empowering women. In particular, Andy and his team promoted funding for child-care programs that enable teen mothers to attend school to work and for abused women in transitional housing to develop workforce skills. Andy introduced the YWCA’s leadership to the New York State delegation and helped establish program and project priorities based on funding availability.
- »» National Urban League: Sherry Newton Dillard, assisted the National Urban League in drafting and inserting a provision in the Housing Recovery Act of 2009. The language provided for \$15 million in national regional and local community-based nonprofit organizations that provide housing counseling to minority communities. Working with the National Urban League’s workforce development program, Sherry secured \$20 million in FY 09,10,11, 12, 13 for national and regional nonprofit intermediaries to provide job training to the structurally unemployed.
- »» City University of New York: Congress directed over \$7million in fiscal year 2009 appropriations to the City University of New York (CUNY). Assisted CUNY by organizing focused, agency specific workshops designed to help new faculty, researchers, and administrators gain insight into timely issues at Federal agencies in order to enable CUNY to develop the most competitive grant proposals possible.
- »» On behalf of the United Negro College Fund, we worked on the passage of the Minority Serving Institution Digital Divide Bill. A part of the Higher Education Act, this law provides \$250 million grant funding for Minority Serving Institutions in need of upgrading their technological infrastructure.
- »» On behalf of the Coalition of Urban Serving Universities (USU), of which Wayne State is a member, we secured a new program targeted at urban universities in the House’s Higher Education Act Reauthorization bill. Building upon this success, we created a comprehensive bill for urban universities that addresses multiple agencies and programs. This work led to successes at the Department of Housing and Urban Development. The Presidential Transition Team created a taskforce of high-level stakeholders that

created a policy guidebook for HUD's new secretary. The guidebook includes a number of USU's recommendations for strengthening urban university-community partnerships.

- California State University, Monterey Bay --Worked to secure high level meetings with California Senators and DOE , NSF and Department of Education officials regarding EPA issues.

C. Team

The APS team includes:

Fred Starzyk, Principal – With almost 20 years of legislative and political experience both at the federal and state level, Fred brings an intelligent and innovative approach to lobbying and grassroots advocacy. An analytical and intuitive government relations professional, Fred has extensive experience in achieving organizational goals, developing and implementing successful legislative, political and fundraising programs.

A veteran campaign manager, senior staffer for U.S. Congressman Sander Levin (D-MI), candidate for the Michigan State Legislature and federal contract lobbyist, Fred has a unique blend of experiences that makes him a valuable member of APS.

Specializing in education, energy and environment, transportation, interior, agriculture and homeland security issues, Fred has achieved numerous victories for his clients securing both legislative language in bills and millions of dollars in appropriations for his clients.

A graduate of the University of Michigan with a degree in Political Science, Fred lives in Northern Virginia with his wife Jessica and their four sons. (See Vendor Exhibit 2 for Resume).

Sherry Newton Dillard, Principal – Sherry Newton Dillard is a seasoned public policy expert with a proven record of positioning her clients to advance major initiatives and causes in and out of government on a local, state and national level.

Over a career spanning 25 years, Sherry has served in various positions at the highest levels of government including Capitol Hill, where she worked on policy and appropriations matters for three House members (including a former Member of Congress from Detroit) and a Senator.

Sherry specializes in connecting nonprofits, educational institutions, communities and industries to government. She is adept at taking an idea and developing it into a full-blown program or campaign that generates widespread support. Sherry has combined policy expertise with cutting-edge public affairs approaches to amass a lengthy record of accomplishment. Sherry worked with the House Committee on Energy and Commerce to secure passage of a celebrated AIDS initiatives and she also secured funding for a light-rail system in Detroit. She also spearheaded a \$25 million program to increase early childhood literacy and drafted legislation to create the Coalition of Urban Service Universities, a dynamic association of growing institutions in more than 35 cities.

Sherry holds a bachelor of public administration degree from Wayne State University in Detroit, where she also completed graduate work in public administration and was a recipient of the Patricia Roberts Harris Public Policy Graduate Fellowship. (See Vendor Exhibit 2 for Resume).

Andy Garfinkel, Principal – As a lobbyist for the past 13 years and former senior congressional aide for more than 7 years, Andy Garfinkel has substantial experience representing a variety of interests before the U.S. Congress and federal agencies. His work over the last decade has entailed identifying, developing and analyzing funding and policy solutions to challenges confronting private and public sector clients.

Andy's experience has contributed to the development of private-public financing partnerships to fund local government, private and non-profit development initiatives. His work experience also includes opening the federal market through federal contract vehicles for a variety of clients. He served as a senior member on the staff of a northeast representative and has served as Legislative Assistant and Legislative Director for two other Midwestern House Members.

Andy brings together diverse business interests and community leaders to develop proactive agendas that address project financing, economic development, transportation policy, housing policy, health care policy, government procurement, defense and homeland security needs and other issues that support client objectives. His unique global experience includes teaming with a client to successfully bid on a U.S. Trade and Development Administration contract to co-prepare a study of emergency communications gaps in the wake of the 2004 Indian Ocean Basin tsunami that killed more than a quarter- million people in multiple countries.

Andy is a graduate of the Elliott School of International Affairs at George Washington University in Washington, DC and lives in Maryland with his wife Kristine and their three children. (See Vendor Exhibit 2 for Resume).

Bret Cohen, President and General Counsel – As President and General Counsel of Aronnax Public Strategies LLC, Bret brings a unique background to the government affairs team. Bret is a seasoned regulatory and transactional lawyer with more than 15 years of experience in consulting and in law firms. He has particular expertise in environmental, food and drug, and product liability issues. Bret's experience includes being an integral part of two of the nation's leading environmental law practices.

In his role, Bret is responsible for general operations and developing strategies for key clients. He utilizes his regulatory and technical knowledge to assist clients in obtaining legislative and business objectives with an emphasis on environmental and alternative energy issues.

Bret has represented a variety of parties including a State, Municipalities, Trade Associations, Fortune 50 public companies and over 100 private companies. He has successfully obtained regulatory revisions, commented on proposed rules, petitioned Federal agencies, worked with regulators on enforcement matters, and litigated and arbitrated disputes. In addition, Bret has worked on hundreds of transactions (some valued at over \$1 billion) involving the sale, purchase, lease, and/or merger of companies, stock, assets and liabilities.

Bret has a B.S. in Geology and History from the College of William & Mary and a J.D. from The George Washington University. Bret lives in Colorado with his wife Rebecca and their two sons.

D. Approach

APS will work with the University to develop a strategy to achieve success in reaching your legislative objectives. We will represent the University before Congress and the Federal Executive branch and agencies while specifically fostering solid relationships with members of the Michigan Congressional delegation. Through APS' Strategic Partner Newton Dillard Inc. and through the FedState Network and our affiliate Michigan partner Kelley Cawthorne, we are able to spend less time building and more time fostering important relationships with members of the Michigan Congressional delegation. Our services will be custom designed to meet the specific needs of WSU: we avoid cookie-cutter government affairs strategies. We develop and implement strategies that match specific needs with the political and policy interests of key lawmakers and Administration officials. We work to develop in-depth background knowledge of the sensitivities, philosophies, and policy objectives of both the lawmakers and our clients.

Our approach to lobbying and advocacy has been tested and proven by time. The following section contains descriptions of how APS will work with you to help identify priorities for Federal assistance and the methods that will help capture the needed funds. For APS, strategy development is a key factor in achieving results and it requires maximum communications with the client. APS provides planning and up-front counseling to maximize the client's opportunities for success. It is vitally important to develop a clear understanding of program objectives prior to presenting any projects to the Michigan Congressional Delegation or a Federal agency. Without this, the effort is immeasurably more difficult and problematic. Thereafter, we will assist in creating a framework for pursuing Wayne State's Federal agenda. This advice and planning process is an intensive, ongoing effort, and we are in contact with our clients on a frequent basis.

APS will immediately immerse itself in WSU's interests and priorities. The APS team will partner with WSU's government affairs Washington office to examine the University's needs. APS will work with relevant faculty and researchers to identify the University's existing assets that can be leveraged to enhance Wayne State's probability of success at the federal level. Typically, APS suggest a site visit and in-person meetings in order to best complete this initial inventory. If time does not allow for a visit, an effective inventory and discussion can also take place via teleconference. Given that our team is familiar with the University, we envision a smooth transition into the next phase of the assessment.

We are adept at securing federal funding for clients and can help elevate the University's interests with federal officials, the Michigan congressional delegation, and Department of Education officials and our Michigan partner, Kelley Cawthorne, can provide the needed state support and lobbying services WSU requires.

As part of the federal grant process, APS communicates with private, local, regional and state executives and community leaders to obtain written support for initiatives and we provide continuous legislative and grant monitoring throughout the consideration process. We work as an extension of WSU staff to Members of Congress in order to help communicate the University's concerns and policy objectives.

We perform all of these tasks on a consistent, daily basis to ensure the success of priority projects. By clearly defining our mission and scope of work on behalf of our clients, we can achieve specific benchmarks of success until the project is complete. Some of the ways we propose to assist WSU include:

- Identify high value competitive and non-competitive grants;
- Work with the community to pursue federal economic development resources with the aim of enhancing WSU's profile regionally, nationally and internationally;

- Work to reverse the deep cuts in funding to the Department of Education in the FY 2013 Labor-HHS- Education appropriations bill;
- Assist WSU staff with the development of a strategic government affairs plan;
- Obtain intelligence on competitive grants;
- Write or support the development of grants, including all administrative processes for pursuing federal and other grant opportunities;
- Develop case statements that increase the likelihood of success for all grant applications;
- Identify legislation that supports increased opportunities for WSU and its students;
- Utilize APS' relationships within the Michigan delegation to further increase WSU's profile in the State;
- Secure a Congressional champion or champions to advocate for WSU's goals in Washington, DC; and,
- Identify and pursue opportunities for WSU with various agencies of the federal government.

Grant Support

APS and the Newton Dillard Inc. team understand WSU's priorities and development interests. We regularly monitor and seek out new opportunities for university leadership, faculty and students to pursue competitive grant funding assistance, and we directly support grant-writing activity. Our team has a successful track record in grant writing, but typically provides this support on an as-needed basis for high priority initiatives. We are always available to provide insights on grant submissions and to review individual grants to provide direction that may enhance the strength of a particular submission. Some of the areas that we believe should be prioritized for grant support within the WSU system include:

»» *Teacher Education and Training*

WSU has a long and highly developed history of teacher education and we recognize that identifying funding opportunities in this area is critical to supporting and sustaining the College of Education at WSU. Not only is this issue critical to the University, but to the Detroit public education system.

The Presidential Teaching Fellows Program

The TEACH Grant program is proposed to be replaced in the budget request by a Presidential Teaching Fellows program (PTF). This proposal was first made in the FY2012 budget request. PTF, funded with mandatory spending, would provide grants to states to award scholarships of up to \$10,000 to individuals who attend high-performing teacher preparation programs and commit to teaching in a high-need school. Our team would work with our State Partner to monitor and track State legislative initiatives.

Our team typically seeks current grants as well as identifies grant histories in various program areas. With substantial cuts to the Department of Education's Fund for the Improvement of Post Secondary Education (FIPSE), we can help WSU identify funding priorities and pursue funding in areas where the College may not have participated in the past.

Some of the traditional grants currently available include:

- Research Experience for Teachers (RET) in Engineering and Computer Science
- NIH Summer Research Experience Programs
- Fulbright-Hays Group Projects Abroad Program
- Faculty Early Career Development (CAREER) Program
- Education and Special Programs (National Science Foundation)
- Office of Innovation and Improvement grants
- Institute of Education Sciences (IES): Education Research
- Minority Science and Engineering Improvement Program

We provide guidance to faculty and researchers as needed. We also identify outside partners, including foundations to support targeted development areas.

Our team is keenly aware of WSU and the School of Medicine's interest in continuing to build excellence in the fields of brain mapping, prenatal research, and nursing. We identify new opportunities and work with faculty and university leadership to steer projects into funded areas of research and education. We offer examples below:

➤➤ *Traumatic Brain Injury and Brain Disease*

Wayne State University and the School of Medicine has developed expertise in the area of brain imaging, particularly related to traumatic brain injury. Our team is able to identify and pursue relevant funding opportunities in this field in coordination with WSU School of Medicine.

There are currently multiple competitive grant opportunities available in this area such as:

- DoD Psychological Health and Traumatic Brain Injury Traumatic Brain Injury Research Award
- Establish Sharing of Human Brain Image Data Relevant to Drug Addiction (Admin Supp)
- Collaborative Research on Chronic Traumatic Encephalopathy and Delayed Effects of Traumatic Brain Injury: Neuropathology and Neuroimaging Correlation (U01)
- Lab to Marketplace: Tools for Brain and Behavioral Research (SBIR [R43/R44])
- Biobehavioral Research Awards for Innovative New Scientists (BRAINS) (R01)

In addition, President Obama recently announced a federal brain mapping project as part of his proposed FY2014 budget. This initiative seeks to conquer diseases of the brain such as epilepsy, autism and Alzheimer's disease. This highly anticipated research initiative could provide an opportunity for WSU to engage in directly with the White House and Congress

➤➤ *Prenatal Research*

The National Institutes of Health and the Health Resources and Services Administration offer numerous opportunities to participate in research and education in the field of prenatal medicine.

Current and recent initiatives include research in the areas of:

- In Utero Alcohol Exposure on Adult Health and Disease
- Pregnancy in Women with Disabilities
- Early Childhood Comprehensive Systems: Building Health Through Integration

➤➤ *Nursing*

Similar to opportunities in prenatal research, there are consistently new grant opportunities for nurses participating in research and nurse education. Some of these include:

- Research on Emergency Medical Services for Children
- Obesity and Asthma: Awareness and Management
- Healthy Behavior in Children and Adolescents
- mHealth Tools to Promote Effective Patient/Provider Communication
- Practical Interventions to Improve Medication Adherence in Primary Care
- The Influence of the Microbiome on Preterm Labor and Delivery
- Etiology and Pathophysiology of Sleep Disordered Breathing in Pregnancy
- DoD forward Surgical En Route Care

- Scholars Training for the Advancement of Research (STAR): only open to NINR T32 Training Grants

Our government relations team will identify unique opportunities in targeted fields to increase opportunities for nurses training at WSU. We recognize the challenges of providing scholarships and expanding new opportunities for young nursing students and supporting faculty research opportunities.

The APS/Dillard team has decades of experience supporting grant writing and writing grants. In addition to working on successful targeted FIPSE grants for clients such as Dillard University. We more recently have participated in competitive grant awards. Two recent successful grants include a community development investment award of \$600,000 and an environmental remediation award for a contaminated brownfield and creek for over \$1 million. We welcome the opportunity to work with WSU's leadership, faculty and students to enhance its grant writing capabilities. Initially, we would seek to establish a baseline to determine current revenue from competitive grants and then seek to raise revenue above this baseline as one measurement of our success on behalf of WSU.

We are confident these government affairs services and priority initiatives as well as any others WSU may wish to pursue will add significant value to WSU's overall strategic and revenue goals.

The APS Team will work with both the elected and appointed officials in Michigan to develop a strategy to achieve success in reaching WSU's Federal and State objectives. This Team has very strong relationships with the key policymakers, decision makers and elected officials within Congress, the Administration and the Michigan Legislature. It is our belief that we can utilize these relationships to cooperatively develop the mechanisms that should be utilized for accomplishing the goals of our clients.

We have the capability and the resources to effectively present and represent WSU's legislative strategy to Representatives, Senators, the Executive Branch and State Agencies in a direct lobbying effort on behalf of the University. We also have close ties to the Governor's Office and have maintained a strong relationship with the leadership of the majority and minority parties in both houses, Federal and State.

Our Team is intimately aware of the impending legislative issues that affect WSU. Programs of interest and potential opportunities include:

- Healthcare is an important focus for Wayne State University. To meet the projected shortage of public health professionals in the State of Michigan, Wayne State was awarded an Area Health Education Center (AHEC) grant in FY 2012. Funding for AHEC grants are currently uncertain; under the FY2014 budget, the basic health professions training programs have been cut by \$37 million since FY 2010- and that is in actual dollars, before any adjustment for costs or need. Discretionary appropriations for health centers are down \$623 million – 28 percent- since FY2010. Under such difficult budget decisions, the Obama Administration contends that many of the HRSA programs will be folded into the implementation of the Affordable Care Act. There is evidence that both the House and Senate Labor Health and Human Services Committees support HRSA programs and expect urban and rural institutions of higher education to be proactive in their support of increased funding. Although Senator Stabenow is not a member of the Appropriations Committee she is a staunch advocate of Community Health Care Centers and AHEC. APS can assist to get their voices heard by helping to write letters of federal officials and local media outlets. In addition, Representative Dingell serves as an important ally on the Energy and Commerce Committee.
- Alternative Energy Technology is another important issue area for WSU. In 2011, the College of Engineering experienced a record-breaking \$21.8 million in research awards from grant-funding agencies and organization, particularly in certain standout areas such as advanced vehicle propulsion systems, alternative

energy technology, nanotechnology and biomedical engineering. At the same time, Wayne State is a partner of the University Research Corridor. These issues match well with Federal interests.

Climate change and energy conservation are priorities for the Obama Administration and Congress, leading to a significant investment in related research. Under the President's FY2014 proposal, funding for the Office of Science at the Department of Energy would increase by 5.7 percent as compared to the FY2012 enacted appropriations. This requested funding increase is significant because of the intense pressure on discretionary spending mandated by the Sequestration. At the same time, Congress is reviewing federal investment in Science Technology, Engineering and Mathematics education programs.

Several provisions of the America COMPETES Act will expire in 2013 and Congress has begun reviewing the contributions and opportunities made thus far from this Act. The celebrated Act provides funding for certain federal physical sciences and engineering research programs as well as selected STEM education programs. America COMPETES is important to funding institutions of higher education and other entities to pursue research projects tied to the Advanced Research Projects Agency-Energy (ARPA-E).

- Higher Education is of course a major area in the coming session of Congress. Congress is poised to consider the Higher Education Reconciliation Act (HEA) during the 113th Congress. Although, for the first time in many years, Michigan will not have a single representative on the House Education and Workforce Committee. However, there is still tremendous potential for Wayne State to educate Congress and the Administration on key policy area(s) including increasing undergraduate degree attainment and retooling investments in financial aid and higher education teacher preparation programs. APS is positioned to assist Wayne State on the Committee. We have worked with members of the Committee for decades and have proven results for our clients. While the specifics of the reauthorization are not complete, we know that stakeholders are working on behalf of their constituencies to educate Congress on what is important.

The APS team understands the importance of having a competent government relations team and we realize our work can have a strong impact on the University. Our work plan includes legislative and regulatory monitoring, intelligence-gathering, and ongoing communications with your executives and staff. It also involves development and implementation of a targeted strategy, with the flexibility to change as external circumstances change. This approach has delivered significant benefits to our clients by working cooperatively with federal, state and local officials to achieve mutual success.

Because of our network of contacts throughout federal, state and local government, we have the ability to gather information that is not readily available through traditional research tools. When combined with our access to decision-makers, we can provide timely and accurate information needed to react swiftly and strategically to legislative and regulatory developments, often times when they are still in the formative draft stage.

We believe that the ultimate success of any government relations effort is dependent upon an entity's ability to proactively identify potential issues and develop and implement strategies to address these issues on a long-term basis. The passive, reactive approach, which often involves waiting until after damage is done and playing "catch-up" rarely is effective. It is far more cost effective to solve a problem before it becomes a reality.

We assist our clients in identifying and staying on top of all relevant issues. We help establish and refine your government relation's objectives and tactics based on legislative and regulatory developments at the federal, state and local level. We can provide advice on what is "doable," what requires immediate attention, which opportunities are available (based on Legislative, Administrative, and Appropriations priorities and the legislative calendar), and what must be done to obtain the most favorable position to achieve your goals.

To that end, the Team will assist with identifying and prioritizing agenda items and aggressively act to obtain funding for a wide variety of University projects.

We believe that regular updates are essential to ensure that officials are well informed and have the tools they need to make the most appropriate business decisions. We routinely summarize complicated and technical issues in ways that are readily understandable to individuals who are following the issues closely, as well as to their colleagues who are less involved but who are interested in understanding the business implications, level of risk or uncertainty, and timing.

We will provide the University with bi-weekly written status reports and shall provide oral updates, as necessary. These reports and summaries will provide intelligence, explain in detail procedural and substantive developments, and assist you in making informed advocacy decisions. We always will be “on call” to answer any questions and provide advice.

We will work with WSU on a regular basis to identify funding opportunities, legislative or regulatory issues of importance and public relations strategies to assist in meeting WSU’s short-term and long-term goals. Our Washington, DC-based lobbyists can help elevate Wayne State’s requests within the Michigan delegation and at the national level. And, because we have a local partner with existing relationships with Michigan elected officials, we can spend less time identifying and building these important relationships and more time fostering and strengthening them.

APS’ services include documenting local, regional and state support, lobbying to ensure that your funding and policy requests are heard, and providing continuous bill monitoring throughout the legislative process. We work as an extension of University staff to Members of Congress in order to help our clients communicate with key committee officials. We provide consistent day-to-day attention, bring multi-state funding intelligence to staffers, and help draft statutory and regulatory language that enhances the availability of grants and other government resources.

Aronnax Public Strategies LLC is also unique in that the firm offers competitive grant assistance to clients. Many firms do not have this in-house capability.

Many lobbying firms, including APS’s team at previous firms, saw their greatest successes during the past decade when Congress provided congressionally directed funds, also known as “earmarks.” APS is proud of its record supporting targeted funding from the annual spending bills during this period, which literally helped leverage hundreds of millions of dollars in public and private investments. However, we are equally proud that we have been able to support clients in pursuing competitive grants as well as tax credits that are used to leverage large-scale redevelopment projects.

E. Schedule

Much of the schedule will depend on the Congressional schedule and the appropriations process and therefore can't be known at this point. Grants and other funding opportunities often come up without prior knowledge, which makes it crucial that there is constant monitoring of opportunities, which we are skilled at doing. Further, a good lobbying and public affairs team such as ours has to be able to change directions quickly based on external events and we are adept at working with our clients to constantly change and update our goals.

However, we provide this timeline as a guide of the type of activities WSU can expect at the beginning of the contract:

| | |
|---|------------------------------|
| ❖❖ Anticipated award - | October, 2013 |
| ❖❖ Meeting with WSU to establish priorities - | November, 2013 |
| ❖❖ Presentation of strategy to WSU in MI - | December, 2013 |
| ❖❖ Delegation meetings - | December, 2013/January, 2014 |
| ❖❖ WSU Hill day - | March, 2014 |
| ❖❖ Meetings with local legislators (MI) - | April, 2014 |
| ❖❖ Continued delegation education - | Ongoing |

F. W/MBE Commitment

APS has a deep commitment to supporting women and minority businesses. While not certified, our Strategic Partner, Sherry Newton Dillard of Newton Dillard Inc., is a minority-owned business.

G. Proposed Fee

We propose an annual fee of \$150,000. This breaks down to a fixed monthly fee of \$12,500. This fixed monthly fee includes all expenses minus travel costs.

We propose spending approximately 30-35 hours per month on this engagement.

I. Schedules

- a. Proposal Certification, Non Collusion Affidavit, Vendor Acknowledgements
- b. Insurance Requirements
- c. Cost Schedule
- d. Summary Questionnaire



**RESPONSE TO WAYNE STATE UNIVERSITY
REQUEST FOR PROPOSAL
RFP: Federal relations lobbying and consulting services
AND TO ANY AMENDMENTS, THERETO**

DATED: April 16, 2013

**PROPOSAL CERTIFICATION, ACKNOWLEDGEMENTS,
and NON_COLLUSION AFFIDAVIT**

VENDOR is to certify its proposal as to its compliance with the Request for Proposal specifications using the language as stated hereon.

ACKNOWLEDGEMENTS

By virtue of submittal of a Proposal, VENDOR acknowledges and agrees that:

- All of the requirements in the Scope of Work of this RFP have been read, understood and accepted.
- The University's General Requirements and Guidelines have been read, understood and accepted.
- Compliance with the Requirements and/or Specifications, General Requirements and Guidelines, and any applicable Supplemental Terms and Conditions will be assumed acceptable to the VENDOR if not otherwise noted in the submittal in an Exhibit I, Restricted Services.
- The Supplier is presently not debarred, suspended, proposed for debarment, declared ineligible, nor voluntarily excluded from covered transactions by any Federal or State of Michigan department or agency.
- Wayne State University is a constitutionally autonomous public university within Michigan's system of public colleges and universities, and as such, is subject to the State of Michigan Freedom of Information Act 442 of 1976. Any Responses Proposals, materials, correspondence, or documents provided to the University are subject to the State of Michigan Freedom of Information Act, and may be released to third parties in compliance with that Act, regardless of notations in the VENDOR's Proposal to the contrary.
- All of the Terms and Conditions of this RFP and Vendor's Response Proposal become part of any ensuing agreement.
- The individual signing below has authority to make these commitments on behalf of Supplier.
- This proposal remains in effect for [120] days.

VENDOR, through the signature of its agent below, hereby offers to provide the requested products/services at the prices specified, and under the terms and conditions stated and incorporated into this RFP.

PROPOSAL CERTIFICATION

The undersigned, duly authorized to represent the persons, firms and corporations joining and participating in the submission of this Proposal states that the Proposal contained herein is complete and is in strict compliance with the requirements of the subject Request for Proposal dated **April 16, 2013**, except as noted in Exhibit 1, the "**Restricted Services/Exceptions to RFP**" section of the Proposal. If there are no modifications, deviations or exceptions, indicate "None" in the box below:

NONE – There are no exceptions to the University's requirements or terms

YES – Exceptions exist as shown in Exhibit 1, Restricted Services.

NON-COLLUSION AFFIDAVIT

The undersigned, duly authorized to represent the persons, firms and corporations joining and participating in the submission of the foregoing Proposal, states that to the best of his or her belief and knowledge no person, firm or corporation, nor any person duly representing the same joining and participating in the submission of the foregoing Proposal, has directly or indirectly entered into any agreement or arrangement with any other VENDORS, or with any official of the UNIVERSITY or any employee thereof, or any person, firm or corporation under contract with the UNIVERSITY whereby the VENDOR, in order to induce acceptance of the foregoing Proposal by said UNIVERSITY,



has paid or is to pay to any other VENDOR or to any of the aforementioned persons anything of value whatever, and that the VENDOR has not, directly or indirectly entered into any arrangement or agreement with any other VENDOR or VENDORS which tends to or does lessen or destroy free competition in the letting of the contract sought for by the foregoing Proposal.

The VENDOR hereby certifies that neither it, its officers, partners, owners, providers, representatives, employees and parties in interest, including the affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other proposer, potential proposer, firm or person, in connection with this solicitation, to submit a collusive or sham bid, to refrain from bidding, to manipulate or ascertain the price(s) of other proposers or potential proposers, or to obtain through any unlawful act an advantage over other proposers or the college.

The prices submitted herein have been arrived at in an entirely independent and lawful manner by the proposer without consultation with other proposers or potential proposers or foreknowledge of the prices to be submitted in response to this solicitation by other proposers or potential proposers on the part of the proposer, its officers, partners, owners, providers, representatives, employees or parties in interest, including the affiant.

CONFLICT OF INTEREST

The undersigned proposer and each person signing on behalf of the proposer certifies, and in the case of a sole proprietorship, partnership or corporation, each party thereto certifies as to its own organization, under penalty of perjury, that to the best of their knowledge and belief, no member of the UNIVERSITY, nor any employee, or person, whose salary is payable in whole or in part by the UNIVERSITY, has a direct or indirect financial interest in the award of this Proposal, or in the services to which this Proposal relates, or in any of the profits, real or potential, thereof, except as noted otherwise herein.

Any notice required under the Agreement shall be personally delivered or mailed by first class or certified mail, with proper postage, prepaid, to the Subject VENDOR at the following address:

Company Name: Aronnax Public Strategies LLC

Address: 300 New Jersey Ave., NW Ste. 900
Washington, DC 20001

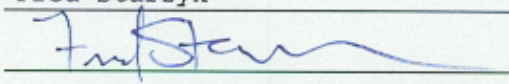
Telephone: (202) 595-3550

Fax: (202) 379-9738

ATTN: Fred Starzyk

Tax Payer ID: 38-3872417

Submitted by: Fred Starzyk

Signature 

Typed Name Fred Starzyk

Principal May 1, 2013
 (Title) (Date)

The Internal Revenue Code requires recipients of payments which must be reported on Form 1099 to provide their taxpayer identification number (TIN).
 T.I.N. (Taxpayer Identification Number, Federal Identification Number, or Social Security Number).



CERTIFICATE OF LIABILITY INSURANCE

| |
|--------------------------------|
| DATE (MM/DD/YYYY) 4/23/2013 |
|--------------------------------|

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

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must 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 Arthur J. Gallagher Risk Management Services, Inc. 22930 Nine Mile Road Saint Clair Shores MI 48080 | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">CONTACT NAME:</td> <td style="padding: 2px;">PHONE (A/C, No., Ext): 586-774-5300</td> <td style="padding: 2px;">FAX (A/C, No): 586-778-2814</td> </tr> <tr> <td colspan="3" style="padding: 2px;">E-MAIL ADDRESS:</td> </tr> <tr> <td colspan="2" style="text-align: center; padding: 2px;">INSURER(S) AFFORDING COVERAGE</td> <td style="text-align: center; padding: 2px;">NAIC #</td> </tr> <tr> <td colspan="2" style="padding: 2px;">INSURER A : Hartford Casualty Insurance Company</td> <td style="padding: 2px;">9424</td> </tr> <tr> <td colspan="3" style="padding: 2px;">INSURER B :</td> </tr> <tr> <td colspan="3" style="padding: 2px;">INSURER C :</td> </tr> <tr> <td colspan="3" style="padding: 2px;">INSURER D :</td> </tr> <tr> <td colspan="3" style="padding: 2px;">INSURER E :</td> </tr> <tr> <td colspan="3" style="padding: 2px;">INSURER F :</td> </tr> </table> | CONTACT NAME: | PHONE (A/C, No., Ext): 586-774-5300 | FAX (A/C, No): 586-778-2814 | E-MAIL ADDRESS: | | | INSURER(S) AFFORDING COVERAGE | | NAIC # | INSURER A : Hartford Casualty Insurance Company | | 9424 | INSURER B : | | | INSURER C : | | | INSURER D : | | | INSURER E : | | | INSURER F : | | |
| CONTACT NAME: | PHONE (A/C, No., Ext): 586-774-5300 | FAX (A/C, No): 586-778-2814 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| E-MAIL ADDRESS: | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| INSURER(S) AFFORDING COVERAGE | | NAIC # | | | | | | | | | | | | | | | | | | | | | | | | | | |
| INSURER A : Hartford Casualty Insurance Company | | 9424 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| INSURER B : | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| INSURER C : | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| INSURER D : | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| INSURER E : | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| INSURER F : | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| INSURED Aronnax Public Strategies LLC 4350 N Fairfax Drive Suite 830 Arlington VA 22203 | GNARADV-01 | | | | | | | | | | | | | | | | | | | | | | | | | | | |

COVERAGES **CERTIFICATE NUMBER: 502414208** **REVISION NUMBER:**

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

| INSR LTR | TYPE OF INSURANCE | ADDL INSR | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | | | | | | | | | | | | |
|-----------------------------|--|-----------|----------|---------------|-------------------------|-------------------------|--|--|---------------------|-------|--------------------|--|----|----------------------------|--|----|-----------------------------|--|----|
| A | GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC | | | 81SBAPN6105 | 12/8/2012 | 12/8/2013 | EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$300,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000 \$ | | | | | | | | | | | | |
| A | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS | | | 81SBAPN6105 | 12/8/2012 | 12/8/2013 | COMBINED SINGLE LIMIT (Ea accident) \$2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ | | | | | | | | | | | | |
| A | <input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000 | | | 81SBAPN6105 | 12/8/2012 | 12/8/2013 | EACH OCCURRENCE \$3,000,000 AGGREGATE \$3,000,000 \$ | | | | | | | | | | | | |
| | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y / N <input type="checkbox"/> N / A | | | | | | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"></td> <td style="width: 15%; text-align: center;">WC STATUTORY LIMITS</td> <td style="width: 15%; text-align: center;">OTHER</td> </tr> <tr> <td>E.L. EACH ACCIDENT</td> <td></td> <td>\$</td> </tr> <tr> <td>E.L. DISEASE - EA EMPLOYEE</td> <td></td> <td>\$</td> </tr> <tr> <td>E.L. DISEASE - POLICY LIMIT</td> <td></td> <td>\$</td> </tr> </table> | | WC STATUTORY LIMITS | OTHER | E.L. EACH ACCIDENT | | \$ | E.L. DISEASE - EA EMPLOYEE | | \$ | E.L. DISEASE - POLICY LIMIT | | \$ |
| | WC STATUTORY LIMITS | OTHER | | | | | | | | | | | | | | | | | |
| E.L. EACH ACCIDENT | | \$ | | | | | | | | | | | | | | | | | |
| E.L. DISEASE - EA EMPLOYEE | | \$ | | | | | | | | | | | | | | | | | |
| E.L. DISEASE - POLICY LIMIT | | \$ | | | | | | | | | | | | | | | | | |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
 The Board of Governors, Wayne State University, shall be named as an additional insured, but only with respect to accidents arising out of the performance of said contract

| | |
|---|--|
| CERTIFICATE HOLDER Wayne State University Office of Risk Management 5700 Cass Avenue Suite 4622 AAB Detroit MI 48202 | 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 |
|---|--|



Cost of Services - (SCHEDULE C)
Reply to Wayne State University Request for Proposal
For Federal Relations Lobbyist And Consulting Services - 2013

Level of Effort Work Plan

| TASK <i>(Please Describe)</i> | PERSON RESPONSIBLE | RATE @ |
|----------------------------------|--|------------------------------|
| Federal government affairs | Fred Starzyk Sherry Newton Dillard Andy Garfinkel | \$ 150,000 (\$12,500 per mo) |
| | | \$ |
| | | \$ |
| | | \$ |
| Other Costs (Describe) | All expenses included except travel at client request. | \$ |
| Reimbursable Expenses (if any) | | \$ |
| Grand Total | | \$ 150,000 |

Maximum Annual Increases (Consultants are to indicate the Maximum PERCENTAGE Increases or any Decreases for each year)

| Year 2 through 9-30-2015 | | Year 3 through 9-30-2016 | |
|--------------------------|-----------------------|--------------------------|-----------------------|
| Zero Increase | or Maximum Increase % | Zero Increase | or Maximum Increase % |
| No increase | % | | 10 % |

Company Name: Aronnax Public Strategies LLC

Submitted by: Fred Starzyk

Signature

Typed Name Fred Starzyk Principal May 1, 2013
 (Title) (Date)

Phone (202) 595-3550 fax (202) 379-9738

SCHEDULE D - SUMMARY QUESTIONNAIRE REVISED

| | YES | ALTERNATIVE |
|---|----------------------------------|-------------|
| 1. Can your company commence on October 01, 2013 and be completed by September 30, 2014? | <u> X </u> | _____ |
| 2. Does your company agree to provide a minimum of 3 references to the University upon request , with specific contact names and phone numbers? | <u> X </u> | _____ |
| 3. Did you attend the mandatory Pre-Proposal meeting on April 24, 2013? | <u> X </u> | _____ |
| 4. Did your company provide a certificate of insurance to meet or exceed all our minimum requirements? | <u> X </u> | _____ |
| 5. Did your company provide the required Proposal Certification, Non- Collusion Affidavit and Vendor Acknowledgement, Schedule A? | <u> X </u> | _____ |
| 6. Did your company complete and provide the Summary Price Schedule C , and submit it electronically to rfp@wayne.edu? | <u> X </u> | _____ |
| 7. Does your company agree to enroll in our ACH payment program? | <u> X </u> | _____ |
| 8. Did your company agree to guarantee to maintain a top priority for the UNIVERSITY? | <u> X </u> | _____ |
| 9. Please complete the following questions: | | |
| Total number of employees in your company | <u> 3 </u> | |
| Total years in business with this company name | <u> 1 </u> | |
| 10. Does your company agree to provide financial reports to the University upon request? | <u> X </u> | _____ |
| 11. Does your company agree to allow the UNIVERSITY to audit your books pertaining to the UNIVERSITY account? | <u> X </u> | _____ |
| 12. Are there any conflicts of interest in doing business with the University? | <u> </u> Yes <u> X </u> No | |
| 13. Did your company provide a "Restricted Services" exhibit, EXHIBIT 1? | <u> </u> Yes <u> X </u> No | |
| 14. Does your company agree to provide a list of lost accounts in excess of \$25,000? | <u> X </u> | _____ |
| 15. Did your company quote services at prevailing wage rates where applicable and clearly indicate such in your proposal? | <u> NA </u> | _____ |

J. Exhibits

1. Resumes/References

FRED E. STARZYK

10216 Inchberry Court ▪ Bristow, VA 20136 ▪ (H) 703.656.8097 | (C) 202.549.2363 ▪
fstarzyk@aronnaxllc.com

FEDERAL GOVERNMENT RELATIONS PROFESSIONAL

▪ ▪ ▪

Analytical and intuitive senior-level government relations professional offering almost 20 years experience with proven expertise driving complex legislation, executing a government affairs strategy to achieve organizational goals, and developing and implementing successful political and fundraising programs. Strong sense of diplomacy while demonstrating success in identifying problems and opportunities in government affairs issues by establishing strategic and effective relationships with legislators and other government officials. Articulate communicator with ability to analyze and translate complex information with ease and manage multiple projects on time and within budget.

- Government Relations
- Campaign Management
- Strategy Formulation
- Legislation
- Project Management
- Relationship Building
- Program Development
- Fund Raising
- Community Outreach

PROFESSIONAL EXPERIENCE

ARONNAX PUBLIC STRATEGIES LLC – WASHINGTON, DC

PRINCIPAL

2012 - Present

One of three principals in a newly formed federal government and public affairs firm responsible for the firm's strategic growth and outreach through the FedState Network. The FedState Network is unique among Washington, DC lobbying firms in that it provides clients with a combination of federal advocacy from APS and state-based advocacy from some of the most respected regional government affairs and public affairs firms in the country. Collaboration between federal and state government affairs teams creates additional opportunities and efficiencies, providing clients a true team effort approach when it comes to their government relations needs.

BROYDRICK & ASSOCIATES – WASHINGTON, DC

SENIOR ASSOCIATE

2007-2012

Monitor and draft legislation for clients, modify rules and regulations, and represent clients at meetings with congress, staff, and administration officials. Develop case statements for congressionally directed funding projects, establish relationships, and identify new business opportunities. Spearhead, organize, and host client fundraisers for congressional leaders. Particular areas of expertise include health care, agriculture, pharmaceutical, alternative energy and environmental issues.

- Contributed to the success of an agricultural client by developing legislative language in the 2008 Farm Bill and secured nearly \$2 million in federal funding in a later Appropriations Bill.
- Developed legislative language to save a large community hospital in an Emergency Supplemental Appropriations Bill.
- Worked with the Environmental Protection Agency to defeat an effort by a transportation company to continue its polluting ways on behalf of an environmentally clean transportation client.
- Worked with the Department of Justice to save several assistant prosecutor positions in Milwaukee County, WI.

US CONGRESSMAN SANDER LEVIN – ROSEVILLE, MI

DIRECTOR OF COMMUNITY RELATIONS

2004-2006

Led district office staff in developing programs and projects to engage the congressman within the community. Planned events, meetings, and media events to increase Congressman's profile in the community. Liaised between local and state elected officials on behalf of Congressman on a variety of local and federal issues. Represented the Congressman on local television and before local organizations regarding various federal issues.

UNITED FOOD AND COMMERCIAL WORKERS INTERNATIONAL UNION LOCAL 951 – Grand Rapids, MI

LEGISLATIVE AND POLITICAL DIRECTOR

2000-2004

Created and implemented union president and executive board's successful union election. Oversaw member political education program and contract ratification election efforts. Researched and implemented Local's political endorsement and contribution program, advising union president on candidate endorsements and contributions through the Local's state and federal PAC. Advised campaigns of endorsed candidates.

- Led union that was recognized as the first to endorse Michigan's former governor in primary; facilitated endorsement of John Kerry in the 2004 presidential primary.
- Transformed local into a major political powerhouse in the state during 2004 election cycle. The union endorsed and assisted more winning candidates in the primary election than any other union in the State of Michigan.
- Raised more than \$65,000 for the Sts. Peter and Paul Church Warming Center in downtown Detroit through the union's Local 951 Foundation.

US CONGRESSMAN SANDER LEVIN – WARREN, MI

CAMPAIGN MANAGER

1998, 2000, 2004

Oversaw daily operations of Congressman and the 12th congressional district including Gore Lieberman campaign in 2000 and the Kerry Edwards campaign in 2004 for Oakland and Macomb counties. Collaborated with pollster and created the field plan, targeting, fundraising, strategy, and vote goals. Managed staff members and field, fundraising, and direct mail programs.

- Instituted "get out the vote" program that mobilized more than 700 volunteers on election weekend resulting in John Kerry securing the needed votes in Macomb County, a national battleground county, to win the State of Michigan in 2004.

US CONGRESSMAN SANDER LEVIN – WASHINGTON, D.C.

LEGISLATIVE ASSISTANT

1994-2000

Handled judiciary, foreign affairs, transportation, domestic and international drug issues, and veterans' affairs issues. Wrote position papers, speeches, and briefing memos for the Congressman. Attended hearings, observed floor action, and interfaced with lobbyists, diplomats, and constituents. Partnered with administration on domestic and international drug policy and was instrumental in the passage and continued funding for the Congressman's Drug-Free Communities Act of 1997.

EDUCATION

Bachelor of Arts Degree – Political Science
University of Michigan

PROFESSIONAL ASSOCIATIONS/EXPERIENCE

American League of Lobbyists

Democratic candidate for 51st House District of Michigan in 2006

ADREW J. GARFINKEL

PROFILE

Senior Washington representative with 20+ years of demonstrated success in achieving client/constituent objectives related to federal legislation, regulations, and procurement. Policy and business acumen in infrastructure financing, transportation policy, economic and global development policy, environmental and energy policy. Effective at establishing policy agendas and developing persuasive and multi-channel advocacy strategies for public sector clients, non-profits, small business, developers, and Fortune 500 companies. Expert understanding of nuances in federal policymaking processes. Proven ability to obtain and sustain client base. Extensive bipartisan networks in Congress and the Executive Branch, and other strategic partners. Exceptional written and oral presentation skills. Qualities that enable success include:

- ◆ Strategic and analytical
- ◆ Trustworthy and dependable
- ◆ Adaptable to changing environments
- ◆ Excel at government processes

ADVOCACY EXPERIENCE

Principal, Aronnax Public Strategies

Washington, DC ~ 2012 – Present

Co-founder, partner and principal in boutique public affairs firm with focus on private-public partnerships, leveraged financing and economic development. Achieve clients' business development and policy goals related to federal grants, loans and contracts as well as multiple tax credit tools including New Markets Tax Credits, Low-Income Housing Tax Credits and Historic Tax Credits. Manage extensive client base and advise clients on verbal and written communications on issues that impact client and stakeholder interests.

Selected recent accomplishments:

- Initiated start-up of new company with former colleague and investment partners.
- Won a \$600,000 grant for community development bank.
- Advanced legislative consideration of targeted tax credit language to leverage hundreds of millions in historic preservation development nationally.
- Promoted use of renewable energy clients' technologies in U.S. and global projects.

Senior Associate, Broydrick & Associates, Inc.

Washington, DC ~ 2004 – 2012

Senior government affairs advocate at public affairs firm with client services such as government relations, federal appropriations and procurement support, public relations, and grassroots mobilization.

Selected accomplishments:

- Obtained \$25+ million in House and Senate congressionally directed grants and competitive grants for clients in FY2005-FY2010 cycles, including nearly \$2 million for higher education and K-12 clients, over \$5 million in transportation appropriations, as well as \$18 million to complete a \$300 million central interceptor sewer system for a major U.S. city.
- Co-authored an international trade study, resulting in millions of dollars in new business for a client's nationwide emergency disaster communications system following overseas fact finding mission with foreign government officials and private sector partners.
- Secured release of four million servings of food relief from port on behalf of an NGO in Kenya.
- Prepared "through-the-fence" operations strategy for private landowner.

Senior Associate, *Carmen Group, Inc.*

Washington, DC ~ 2000 – 2004

Senior advocate in the private sector practice of a top 20 lobbying firm with expertise in planning and funding communications, transportation, water resources and energy systems. Selected accomplishments:

- Secured multiple earmarks for clients in several federal spending bills, including more than \$3 million in targeted funding for two university systems and municipal water and wastewater infrastructure.
- Organized a chem-bio decontamination demonstration for government officials with \$50-80 million in contract potential.
- Earned key congressional support to increase funding for disproportionate share hospitals, graduate medical education, and various hospital facilities.
- Obtained targeted authorizations for a nonprofit food relief organization and a museum leading to more than \$3 million in federal contracts.

Director Federal Relations, *National Trust for Historic Preservation* Washington, DC ~ 1999 – 2000

Represented and advanced the interests of the National Trust before Congress and the federal agencies. Developed and implemented legislative strategies to defeat anti-preservation legislation and achieve policy objectives. Mobilized the Trust's national advocate network. Delivered effective presentations, and wrote and edited testimony, advocacy materials, issue briefs, and newsletter. Supervised legislative staff. Selected Accomplishments:

- Led efforts to advance Historic Preservation Tax Credits, including radio advocacy.
- Authored advocacy columns in "Preservation" magazine, the Trust's renowned publication.
- Briefed congressional "champions" on key federal policy objectives

Associate, *Marlowe & Company*

Washington, DC ~ 1995

Represented coastal erosion interests before Congress and Executive Branch officials.

CONGRESSIONAL EXPERIENCE

Legislative Assistant for Economic Development, *Rep. Rosa DeLauro* Washington, DC 1995 – 1999

Created economic development strategy for New Haven, CT metro area. Partnered with regional planning officials. Researched and wrote issue briefs, policy updates, speeches, and testimony. Selected Accomplishments:

- Secured transportation funding for waterfront redevelopment project.
- Obtained funds for redevelopment of regional biotechnology park.
- Drafted legislative language for infrastructure innovative financing and supporting remarks and testimony.

Senior Legislative Assistant, *Rep. Ted Strickland*

Washington, DC 1993 – 1995

Built and promoted economic development strategy for southern Ohio. Furthered agenda at grassroots level through public speaking engagements. Served as liaison to House Small Business and Education and Labor Committees. Selected Accomplishments:

- Secured \$1.3 million for district highway project in annual appropriations bill and an \$8.9 million multi-year authorization.

Legislative Director, Rep. Barbara-Rose Collins

Washington, DC 1991 – 1993

Managed legislative staff and led lawmaker's agenda and strategy. Served as staff liaison for House Public Works and Transportation Committee. Selected Accomplishment:

- Initiated and drafted the Transport of Produce Act: a revenue-neutral job creation bill.
- **Promoted from Legislative Assistant to Legislative Director within six months of employment.**

EDUCATION

George Washington University, Elliott School of International Affairs Washington, DC ~ 1984 - 1987

Bachelor of Arts in Public Affairs

PUBLICATION

Roller, Christopher, Garfinkel, Andrew and Manamperi, Tilak. U.S. Trade and Development Administration Study Activity No. 2006-21025A, 2008, "*An Optimal Technical, Operational and Financial Strategy for Improving National Emergency Communications and Notification Capabilities for the Government of Sri Lanka.*"

SHERRY NEWTON DILLARD

Sherry@newtondillard.com

1819 North Capitol Street, NE
Washington, D.C. 20002

(202) 529-2529 home
(202) 6030690 cell

Summary of Qualifications: Nearly two decades of public policy experience including government relations management for elected officials, administrators and non-profit organizations. Manage a portfolio of education, health and human service issues, transportation policy and other public service concerns. Effective track record including:

- Bipartisan coalition building
- Grants Management, including writing guidelines and evaluations
- Client development
- Legislative drafting and strategic analysis
- Conference and special event planning
- Product development
- Drafting congressional testimony

Employment:

VAN SCOYOC ASSOCIATES
2/07-10/11

Washington, D.C.

Associate Vice President, represent a diverse portfolio of clients in the areas of legislative authorizations and appropriations for federal elementary and secondary education, higher education, workforce development, housing policy and non profit programmatic and system assessments.

CONGRESSMAN EDOLPHUS TOWNS (NY-10)
1/96 -11/97
5/05 - 2/07

Washington, D.C.

Legislative Director, responsible for briefing and advising the Member on all phases of the daily legislative agenda and supervised a five-member legislative staff. Managed all appropriations and budget requests. Principal staffer for Energy and Commerce hearings and legislative mark-ups for the Health Subcommittee and the Government Reform subcommittee for the Government Management, Finance and Accountability. Successfully worked on the passage of major landmark legislative initiatives; including codifying the Minority Aids Initiative and the Minority Serving Institution Digital Divide bills.

- Drafted legislation, floor statements, speeches, and dear colleague letters.
- Daily Interaction with congressional NY delegation and four district offices.
- Coordinated special events and projects.
- Wrote speeches and press releases.

THE NATIONAL URBAN LEAGUE
7/99 - 5/05

Washington, D.C.

Policy Manager, managed federal legislative/appropriations for the organization. Developed white paper and major policy initiatives. Prepared extensive policy analysis for organization, media outlets and Urban League affiliates.

Campaign Partner Liaison, developed and provided technical assistance and training to numerous civic, social, professional and faith based organizations on the importance of community engagement, economic development partnerships and literacy.

- Secured strategic alliances with public and private sectors.
- Developed and designed *Campaign Partner* products and materials.
- Created and produce bi-weekly education newsletter.

THE COLLEGE FUND/UNFC
1/99 – 7/99

Washington, D.C.

Acting Director of Policy, directly interacted with university and college presidents of member institutions, members of Congress, Federal agency administrators and higher education associations. Responsible for developing strategies and recommendations that would positively impact legislation affecting black higher education.

11/97-1/99

Federal Liaison

- Produced monthly legislative report on higher education to member institutions.
- Researched, analyzed and evaluated federal legislative proposals as they affect member institutions.
- Wrote congressional testimony.
- Provided technical assistance to member institutions.

CONGRESSWOMAN EDDIE BERNICE JOHNSON (TX)
2/95 – 1/96

Washington, D.C.

Legislative Director, responsible for formulating and implementing Member's Legislative agenda and served as primary staff person for Transportation Committee. Supervised legislative staff.

- Managed issues before the House Public Works Committee.
- Wrote press releases, hearing testimony and Congressional Record statements.

Additional Policy Experience

CHILDREN'S NATIONAL MEDICAL CENTER
8/94 – 2/95 **Public Policy Associate**

Washington, D.C.

NEW YORK CITY COMPTROLLER
8/92 – 6/95 **Staff Analyst**

New York, N.Y.

SENATOR DONALD RIEGLE (MI)
9/88 – 5/92 **Legislative Assistant**

Washington, D.C.

Education:

Master of Arts in Public Administration
Work) Detroit, Michigan

Wayne State University (Completed Course

Bachelor of Arts in Public Administration
Detroit, Michigan

Wayne State University

References

Jim Grotrian, Executive Vice President
Metropolitan Community College
P.O. Box 3777
Omaha, NE 68103-0777
(402) 457-2335
jgrotrian@mccneb.edu

Thomas Kunkel, President
St. Norbert College
Main Hall
100 Grant Street
Deperre, WI 54115-2099
(920) 403-3165
thomas.kunkel@snc.edu

Mary J. Meehan, PhD, President
Alverno College
3400 South 43rd Street
P.O. Box 343922
Milwaukee, WI 53234-3922
(414) 382-6064