



PATTON BOGGS PROPOSAL TO

WAYNE STATE UNIVERSITY

FEDERAL RELATIONS LOBBYING & CONSULTING SERVICES 2013

submitted to:

Kimberly Tomaszewski
Senior Buyer
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Purchasing Department
5700 Cass Avenue
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May 8, 2013

by:

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Wayne State University
Kimberly Tomaszewski / RFP Federal Relations Lobbying and Consulting Services - 2013
5700 Cass Avenue Avenue
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Re: RFP #KJ082412 – Federal Government Relations and Related Consulting Services

Dear Ms. Tomaszewski:

Patton Boggs LLP submits for consideration the enclosed proposal to carry on as the federal government relations team for the Wayne State University (“WSU”). We would be honored to continue to represent WSU and believe that Patton Boggs can still deliver the greatest results for WSU because of our longstanding relationships and familiarity with the University, Congressional and Executive Branch leaders, our experience representing institutions of higher education, and our ability to navigate the complex and evolving nature of federal funding and higher education policy.

As the nation’s leading public policy firm, Patton Boggs has represented more than 40 colleges and universities on various funding and policy initiatives. Our work has helped our higher education clients secure funding and make federal policy changes to legislation that impact their respective strategic plans. Our long-term success for our higher education clients is built on our ability to marry the unique needs of each client and their strategic plans with the priorities of the federal government. We are excited about the prospect of continuing to work with WSU and believe we maintain our excellent quality of work while exceeding your



expectations for federal government relations services. If requested, Patton Boggs would be happy to provide WSU a list of client references.

We truly consider it an honor to work with WSU to help the University meet and surpass its federal relations and lobbying goals and we hope to continue to have the privilege to do so in the future.

Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Rodney E. Slater".

Rodney E. Slater
Partner

A handwritten signature in cursive script that reads "Robert J. Horn".

Robert J. Horn
Partner

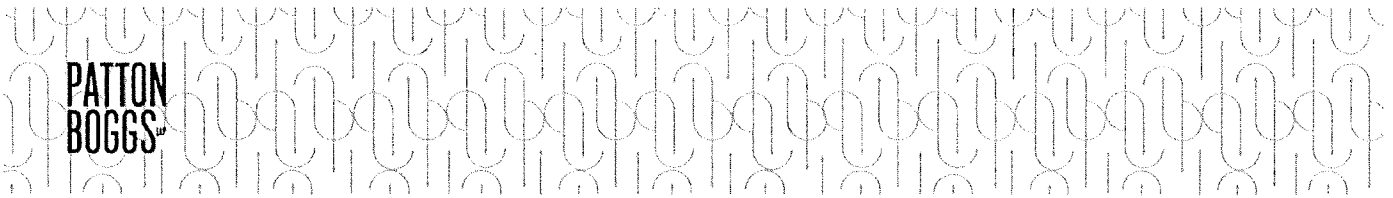


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Firm Overview

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Founded in 1962, Patton Boggs is best known for its public policy advocacy and has maintained its reputation for cutting-edge effectiveness by working closely with Congress and regulatory agencies in Washington, litigating in courts across the country, and negotiating business transactions around the world. We were among the first law firms to recognize that all three branches of government could serve as forums to achieve client goals. This foresight enabled us to emerge as the nation's leading public policy law firm, consistently ranked first in number of registered lobbyists and third-party reputation assessments. We have developed these unique capabilities into what has become the firm's largest practice area and now serve as the registered lobbyist for more than 300 governmental, corporate, trade association, and not-for-profit entities.

Beachem's Guide to Key Lobbyists describes Patton Boggs as a "powerhouse" firm "whose lawyer-lobbyists have contacts deep within both political parties—and know how to tap those contacts for maximum effect." *Chambers USA and Influence* magazine rank Patton Boggs as the top lobbying firm in the nation, and *Fortune* magazine puts us at the top of influential lobbying firms. In addition, leading publications such as *The Wall Street Journal*, *The Washington Post*, *Newsweek*, *Business Week*, and *Vanity Fair* all have featured Patton Boggs in articles on effective lobbying.

The policy practice includes a significant group of attorneys and professionals who served in senior positions within Congress, the White House, federal agencies or the national committees of the two major political parties. Because Patton Boggs utilizes a "team" approach to representation, we draw upon the collective resources of this group as required to address specific client needs.

Over the past fifty years, the firm has grown from its headquarters to also include five regional offices in New York, New Jersey, Dallas, Denver, and Anchorage, and three international offices in Doha, Qatar; Abu Dhabi, United Arab Emirates; and Riyadh, Saudi Arabia. Thomas Hale Boggs, Jr. serves as Chairman of the Executive Committee, Ed Newberry is Managing Partner, and Ralph Allen is Chief Operating Officer.

In 2010, Patton Boggs acquired the Breaux-Lott Leadership Group, one of the twenty largest lobbying firms; with the bipartisan additions of Senators John Breaux (D-LA) and Trent Lott (R-MS). *The Washington Post* called the combination of one that "will further cement the firm...as Washington's most formidable lobbying force." The Breaux-Lott Leadership Group brings an additional Congressional dimension to our representation work capabilities. Both Republican Majority Leader Trent Lott and Democratic Senator John Breaux, appointed by his Democratic colleagues to the post of Chief Deputy Whip, a position he held until his retirement, are among the most respected and revered former members of Congress. Their member level access and effectiveness are widely regarded as unparalleled.

Experience

Higher Education Public Policy and Lobbying Practice

Patton Boggs has a substantial public agency practice, which includes a large number of high-profile localities, governmental entities, and institutions of higher education. Our experience includes work with colleges, universities, research foundations, and education-related associations, and other nonprofits. This affords unique advantages for our work with higher education clients through depth of profile, accumulated expertise, and information sharing.

Patton Boggs has represented more than 40 institutions of higher education including top private schools, land-grant universities and community colleges, including:

- Baylor University
- Carnegie Mellon University
- Clemson University
- Corinthian Colleges, Inc.
- Dalhousie University
- Emory University
- George Mason University
- Georgetown University
- George Washington University
- Lafayette College
- LeHigh University
- Metropolitan State College of Denver
- Missouri State University
- Northwestern University
- Northwestern University
- Ohio University
- Southern Methodist University
- San Jacinto College
- University of Alaska System
- University of Calgary (Qatar)
- University of Florida (Jacksonville)
- University of Louisiana (Monroe)
- University of Minnesota
- University of Wisconsin Hospitals and Clinic Authority
- Wake Forest University Health Sciences
- Wayne State University
- Yale University

Our higher education practice has included various funding and policy initiatives dedicated to strengthening funding opportunities for academic, research, education, medical and development programs. The success of our education and public agency practice areas is based on our combination of substantive expertise in relevant funding and policy issues, experience in representing similarly situated interests, synergies achieved through coalitions (of our own client base and others), and strategic political skills and long-standing bipartisan contacts in Congress and the Executive Branch.

The breadth of our university representation affords certain economies of scale that help our clients expand their individual influence and maximize return at a reasonable cost. Our Public Policy Department is perhaps the nation's largest intelligence gathering network focused on federal legislative and regulatory actions. All of our clients benefit from their access to this extensive network.

Patton Boggs has experience working with Democrats and Republicans in both Houses of Congress particularly with key members and staff on committees relevant to the work of WSU. Our ties to Democrats and Republicans in Congress begin with the leadership of our firm, which includes Tom Boggs, son of the late House Majority Leader Hale Boggs (D-LA), and former Senators John Breaux (D-LA) and Trent Lott (R-MS) and former Secretary of Transportation under President Clinton, Rodney Slater.

Our extensive representation of institutions of higher education has provided us the opportunity to work with the relevant appropriating and authorizing committees as well as bipartisan delegations from states across the country. Some of the Committees we have worked with in the past that will be likely targets for WSU include (but are not limited to): the House and Senate Appropriations Committees; the Senate Health, Labor, Education and Pensions Committee; the Senate Finance Committee; the Senate Banking, Housing, and Urban Affairs Committee; the Senate Commerce, Science and Transportation Committee; the House Science, Space and Technology Committee; the House Transportation and Infrastructure Committee; the Senate Foreign Relations Committee; the House Foreign Affairs Committee; and the Senate Committee on Small Business and Entrepreneurship. Because of our relationships with the key members of the Michigan congressional delegation, we have successfully represented clients before the Senate Armed Services Committees; the House Ways and Means Committee; the House Education and the Workforce Committee; House and Senate Agriculture Committees, the House Energy and Commerce Committee, the House Intelligence Committee and the House Homeland Security Committee.

Patton Boggs provides our higher education clients with federal relations services through a multitude of means. For instance, we are continuously identifying, analyzing, and informing our clients of all funding, regulatory and legislative opportunities related to their objectives. This includes forecasting and daily monitoring of federal grants, frequent email notifications of relevant funding opportunities and analyses of legislation and executive proposals such as the President's annual budget and applicable appropriations bills. We also utilize our substantial knowledge of the budget process to advance clients' objectives (e.g., a line item in an agency's budget, a competitive grant, or changes in a statutory funding formula).

Patton Boggs has advocated for and protected the interests of many of our higher education clients alongside national higher education associations including: the American Council on Education (ACE), the Association of American Universities (AAU), the Association of Public and Land-grant Universities (APLU), the Universities Space Research Association (USRA).

Patton Boggs works with a variety of clients and federal agencies on a range of funding and programmatic issue areas including higher education, energy, defense, homeland security, transportation, agriculture, health, science, and technology. Additionally, many of our attorneys and professionals have held pivotal positions at federal agencies. Our breadth of Executive Branch experience includes work with the Department of Health and Human Services (HHS); National Science Foundation (NSF); Department of Energy (DOE); Department of Education (DOEd); Department of Defense (DOD); Department of Transportation (DOT); National Aeronautics and Space Administration (NASA); Department of Commerce (DOC); Department of Homeland Security (DHS); Environmental Protection Agency (EPA); Economic Development Administration (EDA); United States Agency for International Development (USAID); Department of Labor (DOL); United States Department of State (DoS); U.S. Department of Agriculture (USDA); Department of Justice (DOJ); Corporation for National and Community Service (CNCS); Small Business Administration (SBA); Department of the Interior (DOI); National Endowment for the Arts (NEA); National Endowment for the Humanities (NEH); White House Office of Science and Technology Policy (OSTP); White House Domestic Policy Council; Office of Management and Budget (OMB); and many others. Procuring large-scale federal funding for various projects is a core tenet of our higher education client representations.

Procuring large-scale federal funding for various projects is a core tenet of our higher education client representations. In higher education, we have represented more than 40 colleges and universities on various funding and policy initiatives, some of which relate to federal priority activities for WSU's campuses. A

representative sampling of recent accomplishments for our higher education clients follows (while two of the universities highlighted below are private institutions, our work for them is similar in scope to what we propose for WSU, so we have included them for reference):

- George Mason University Foundation: We have represented George Mason University since 1991 and have secured more than \$150 million in direct federal funding for the University over that period. During the tenure of our representation, George Mason has been transformed from essentially a small commuter school into a nationally-recognized research institution. Our work spans a number of policy areas, a representative sampling recent achievement includes: (1) securing Tier II University Transportation Center status; (2) funding for the University's biotechnology initiative; (3) funding for development of biosafety level 3 biomedical research facility; (4) funding for healthcare research in conjunction with regional healthcare providers; (5) defense funding for development of a legal services program for dependents of military personnel, in conjunction with the University's law school; (6) funding for critical infrastructure protection research; and (7) funding for defense awareness/homeland security monitoring research. Most recently, our efforts included work on cybersecurity legislation in Congress. Through our successful interactions with Congressional officials and their staff, we were able to include language in pending legislation that would greatly benefit cybersecurity research and development programs at George Mason and universities around the country.
- Ohio University: We have represented Ohio University since 2005. During our representation of the University, we have helped it secure approximately \$16 million in direct federal funding for priority projects. These include alternative energy research and the development of a campus airport, as well as projects aimed at improving economic development and healthcare access in Appalachia. Most recently, the University secured funding for alternative energy research and technology development, math and science teacher education and recruitment, chronic disease prevention, education for at-risk youth, and diabetes education for the medically underserved and continued airport development and business outreach in Appalachia. We have also been successful in helping the University raise its national profile for its research programs and secure non-earmarked federal funding for priority projects. Our efforts to bring awareness of Ohio University's commercialization and entrepreneurship programs have helped to increase the profile of the University's Innovation Center and the work that the University is doing to promote small businesses in the region.
- University of Alaska Systems: Following Congress' ban on earmarks, the University of Alaska, retained Patton Boggs in January 2012. We have been successful in helping the University secure language that supports one of the University's priority research programs in the Senate's version of the FY 2013 appropriations bill. We were also successful in having the entire Alaska delegation submit appropriations requests for over 20 of the University's research programs and critical federal funding streams. Over these past nine months, we have also focused on raising the University's profile of expertise on the Hill, including helping to organize Congressional staff visit to the University and a briefing session attended by Congressional staff of the Alaska delegation. We are also working with the University to receive an official designation and expand the University's research capacity.
- Clemson University: We have represented Clemson University, since 2005 and our efforts in leveraging federal programs and policies have played a role in helping the University pursue its long-

term goal of becoming a top 20 public school. During that time, we have helped Clemson secure more than \$65.5 million in direct federal funding for a wide variety of research and infrastructure projects related to alternative energy, agriculture, veterinary sciences, defense, technology infrastructure, transportation infrastructure, job training, educational programming, and general research. Most notably, we helped Clemson devise and implement a successful strategy to secure a major stimulus grant from the Department of Energy that awarded the University and its partners \$45 million for the development of what will ultimately be a new campus focused on alternative energy research and manufacturing of wind energy equipment. We have also helped Clemson secure millions of dollars in funding and policy changes via consortiums of other higher education institutions, as well as helped position prize researchers on several national boards.

- Wake Forest University Health Sciences (WFUHS): We have represented Wake Forest University Health Sciences (WFUHS) since 2003, as it leads a regional effort to build the Piedmont Triad Research Park (PTRP), which will become the nation's largest biotechnology research park. We have helped Wake Forest secure \$32 million in direct federal funding, including: (1) \$12.4 million in appropriations and guaranteed SAFETEA-LU funding for development of the Park's road network, parking structures, and infrastructure; and (2) \$14.9 million defense and healthcare funding for innovative medical research initiatives that will be based in the Park's facilities. In addition, we are working to develop a small business incubator program with federal support and establish a number of educational programs for various populations that will also likely receive federal funding support in the future. In addition to our federal funding work with Wake Forest University, we also provide the University with healthcare policy guidance, consulting and advocacy. Patton Boggs guided WFUHS through the health reform process and provided ongoing guidance on Affordable Care Act (ACA) implementation. We have also provided updates and analysis related to deficit reduction efforts with an impact on WFUHS. Finally, we have worked with WFUHS to develop a delivery system reform demonstration project authorized by the ACA.
- Baylor University: We began representing Baylor University in 2008, at a time when earmarks were at a downturn. Despite this challenge, we were able to secure \$2.2 million in funding for university priorities through the appropriations process. The banning of earmarks also meant we also lost several more million dollars pending in FY2011 appropriations bills. We also provide the University with policy guidance and advocacy on issues that have included Department of Education legal standards and the reauthorization of the America Competes Act. Additionally, over the past three years, we have provided strategic consulting aiding the University's development of a new research park.
- University Research Facilities: Patton Boggs has successfully worked with Wake Forest University, Baylor University, George Mason University and Clemson University to secure funding for the development and growth of their research facilities. This includes both infrastructure and research funding. For example, by helping to secure \$9.9 million for development of the transportation elements of a new urban biotechnology park, Wake Forest University Health Systems was able to use its own internal funding to speed development of the Park's first biotech research facilities. Additionally, we helped Wake Forest University secure \$14.9 million in defense and healthcare funding for innovative medical research initiatives based in the Piedmont Triad Research Park's (PTRP) facilities. For Clemson University, we have helped them develop both their International Center for Automotive Research (ICAR) and their Charleston campus research park, focused on

alternative energy research and development. Additionally, we have secured millions of federal dollars for the Baylor Research and Innovation Collaborative (BRIC), which broke ground in 2010.

- Higher Education Transportation Funding: During the last *comprehensive* reauthorization of the nation's surface transportation programs (SAFETEA-LU) in 2006, Patton Boggs worked with a number of our higher education clients to identify relevant projects that could be authorized and funded in that process. Every university for which we sought funding in the transportation reauthorization process was successful in securing funding for a variety of needs. Some of the funding secured included: (1) development of a campus bus system; (2) construction of roads and parking facilities at a new campus recreational complex; (3) development of the road network, infrastructure and walking trails for what will be the nation's largest urban biotechnology research park; (4) entry roads for a new research park owned by the University; and (5) research into specific areas of transportation engineering and transportation policy. We also helped George Mason University secure Tier II University Transportation Center status, at a value to the University of \$500,000 per year. Many of our university clients would never have thought to seek federal funding via a transportation authorization bill but for our guidance through the process. This is but one example of the creativity we use to secure federal funding assistance that helps advance the strategic needs of our higher education clients. In the 2012 reauthorization of SAFETEA-LU (what is now known as MAP-21), universities were no longer able to secure direct earmarks in the bill. We did however work with our university clients to maintain funding levels for university transportation research programs and job training programs.
- Higher Education Research in the Farm Bill: Patton Boggs has been working to help our university clients during the Congressional consideration of the 2012 Farm Bill, including our development of guidance regarding how best to use the Farm Bill to support efforts to secure more federal funding for various priorities. Congress typically considers reauthorization of the Farm Bill every five years. In preparation for Congressional consideration of the 2008 Farm Bill, Patton Boggs provided our university clients with a memo identifying the potential opportunities available through this large authorization bill. Our clients used this document to develop potential Farm Bill priorities for inclusion in the bill's High Priority Research and Extension Area Initiative section and for the submission of legislative language.

Wayne State University Historical Representation

Since 2007, Patton Boggs has been privileged to represent WSU in Washington DC. In that capacity we achieved a number of public policy successes as well as advised the University on several legal issues. Originally, we were hired to increase WSU's share of federal grants by lobbying for and obtaining legislative earmarks. When we began our representation, WSU had received only one earmark amounting to \$2.5 million from a single congressional member. Subsequent to the beginning of our engagement, we were able to obtain over \$15 million in legislative directed expenditures with the help of over two thirds of the Michigan congressional delegation including several members representing districts which were outside of the Detroit metropolitan area.

- *The Perinatal Research Branch (PRB) Recompensation:* As our activities moved away from earmarks, we began focusing on agency activities. Patton Boggs played a pivotal strategic role in the successful Perinatal Research Branch recompensation award which, beginning in January 2013, will result in funding of 16.5million to WSU over the next 10 years. Receipt of this funding puts WSU in a unique

national leadership role in perinatal science and infant mortality. Because of the successful recompetition, WSU not only will enjoy stable funding for its priority program for the foreseeable future, but the award also positions WSU University for continuing to build on its success to date and offers excellent positioning for expanded federal funding in a variety of related clinical and translational research under the auspices of NIH and other federal agency programs.

Working under the supervision of the Vice President of Government and Community Affairs, we supported the Medical School in its effort to respond to the RFP. As the incumbent facility, the Medical School wanted to retain the PRB at the WSU and in Detroit. Early, during the bid preparation, we operated and managed WSU's DC Office and helped select Kevin Jefferson's successor after his premature passing. Together with Vice President Patrick Lindsey and James Williams, we developed a multi-pronged PRB advocacy plan and developed a concise statement both of which were designed to make DC decision makers aware of the importance of the PRB's medical achievements and the remarkable contributions the PRB made by providing prenatal care to over 19,000 Detroit patients. Upon getting University approval and prior to the issuance of the RFP, we began focusing on Michigan's two Senators and for the most part, on House members from districts in and around Detroit. Targeting potential Executive Branch allies, we scheduled meetings for the Medical School at the White House, OMB, Secretary Sebelius' Office, The Surgeon General's Office/Assistant Secretary for Health office within HHS. After the RFP was issued, we reviewed its terms and conditions emphasizing sections on the requirements for the submission of the Technical Proposals, the Business Proposals as well as the Evaluation Factors for Award. Thus, we were able to anticipate questions from NICHD during the discussion phase of the evaluation. We also cautioned against initiating activities which might unintentionally impede or have an adverse effect on the acquisition process.

Patton Boggs perceives that the combined WSU and our Washington efforts with the Michigan Congressional Delegation and Executive Branch agencies were successful in achieving the education, awareness and ownership objectives of the PRB strategy. The roadmap for future efforts can be built from the groundwork invested to date, and we are eager to continue assisting WSU.

- *DOD Relationship Building to Position WSU for Grant Funding.* Patton Boggs worked with WSU to develop a strategy to cultivate DOD relationships. We organized a series of meetings in Washington for Deans and PIs to meet and interact with DOD senior military commanders and program officers in order help WSU understand the DOD funding process, begin relationship building, pre-sell WSU research strengths, and develop intelligence on agency priorities and funding nuances. Our outreach efforts have proven to be an effective way to build DOD relationships, as we have helped gain the support of Senator. Levin, Chairman of the Senate Armed Services Committee.

Through our tireless DOD pursuits, Patton Boggs helped to accomplish five of the six implementation objectives listed in the Federal Action Plan developed by the University. Initially, we focused on the College of Engineering and the School of Medicine and the College of Nursing. Our innovative and strategic strategy helped us to confirm new funding opportunities. We continue to develop programs for WSU that put PIs in touch with relevant program managers

Special Projects:

- *Crittenton Family Medicine Residency Program (CMHC):* In 2010, Patton Boggs worked with WSU to address an issue involving the family medicine residency program partnership with Crittenton Hospital Medical Center (CMHC). At the time, the Centers for Medicare and Medicaid Services (CMS) viewed the family medicine residency program operated by WSU and CMHC as a transfer program from the Detroit Medical Center (DMC) rather than a new residency program, preventing the WSU-CMHC family medicine residency program from competing for CMS Graduate Medical Education (GME) funding.

Patton Boggs assisted WSU in developing a strategy to change the CMS policy and secure funding for the family medicine residency program. Patton Boggs met with CMS officials to request a path to secure funding for the GME slots that were critically important to ensuring sufficient primary care physicians in the community. Through these conversations, Patton Boggs identified potential policy changes that would give CMS the authority to fund the WSU-CMHC program. The primary opportunity was a proposed rule implementing a provision in the Affordable Care Act (ACA) that allowed for redistribution of residency positions from closed teaching hospitals.

Patton Boggs worked with WSU and CMHC to craft comment letters requesting regulatory definitions and ranking preferences that would allow the WSU-CMHC program to secure funding that had previously been available to the residency positions when they were housed at DMC.

- *Support for Area Health Education (AHEC) Funding:* As requested, we worked with the Michigan congressional delegation to obtain support for WSU's AHEC application. The overall purpose of the Michigan Great Lakes Area Health Education Center (MIAHEC) is to improve access to and quality of health care for Michigan residents and reduce health disparities through community-academic partnerships for health professions training. Specifically, the long-term goal of the proposed MIAHEC Program is to establish the infrastructure for a Michigan AHEC Program in 5 regions throughout the state. We obtained 12 member signatures, on a bipartisan basis, for a letter supporting WSU's AHEC application and worked with Dean Redman to ensure that funding was continued in subsequent fiscal years so that MIAHEC centers could be established and maintained, according to schedule.
- *Patent Law Reform:* We worked with Fred Reinhardt to ensure that WSU concerns were met in 2007 pertaining to patent reform legislation. Working with the University of Michigan and other higher education trade associations, we were able to help obtain changes that ensured that U.S. patent law maintain the following three components to protect University researchers (1) a 12-month grace period for publishing articles containing a disclosure of the invention, (2) the opportunity to file provisional applications, and (3) the requirement of current U.S. patent law that an applicant sign an oath that he or she is an inventor of the claimed invention. All three provisions were included in all subsequent versions of patent reform legislation, including the "America Invents Act."
- *DOJ Lobbying Disclosure Investigation:* Patton Boggs represented WSU before the Department of Justice (DOJ), with the help of James Williams, to encourage the agency to terminate the investigation pertaining to the WSU DC Office's failure to file lobbying disclosure documents.
- *Woodward Avenue Corridor Infrastructure Development:* Patton Boggs is continuing to revitalize the Woodward Corridor and provide new opportunities for WSU students. We led the multi-year

advocacy effort to secure federal approval of the M-1 RAIL project and the release of the \$25 million TIGER.

WSU is a critical M-1 RAIL partner. The M-1 RAIL will provide students with high-quality transit access to opportunities downtown and throughout the corridor while catalyzing new development up and down Woodward Avenue. Currently, we are involved in a number of efforts that support redevelopment along the Woodward Corridor around WSU. Patton Boggs continues to work with the Detroit Economic Growth Corporation (DEGC), the Kresge Foundation and other stakeholders to help obtain federal support for development projects that support new housing and retail development along the corridor.

- *Other Wayne State University Health Experience:* With respect to the Nursing and Medical Schools, in previous years Patton Boggs assisted with a variety of other health-related needs, issues and challenges including WSU's graduate medical education issues, nursing education, the biomedical research building project, and support for the Karmonos Cancer Institute project, among others.

Patton Boggs' Local Representative

For purposes of our WSU representation, Anne Mervenne serves as Patton Boggs' Michigan Representative. Ms. Mervenne attends meetings with the Deans, the Provost and Vice-Presidents regarding their respective federal funding priorities with the objective of developing strategies to secure that funding.

Ms. Mervenne developed relationships with district Congressional staff with the objective of updating them on WSU's ongoing research projects and how that research provided invaluable contributions to the wealth of scientific knowledge as well as the practical implications for the health and economic well-being of the people in their districts.

She drafted reports for the Board of Governors for edits by WSU governmental affairs staff. Ms. Mervenne also participated in interviews on campus for the director of WSU's office in Washington, DC.

Recently, Ms. Mervenne's work supported WSU's state governmental efforts. She assisted then VP of Governmental Affairs, Harvey Hollins, prepare President Gilmour for a roundtable on Urban Affairs hosted by Governor Rick Snyder. Ms. Mervenne assisted Patrick Lindsey with developing and executing a strategy to secure state commitment for the PRB application and participated in the brainstorming of ideas and strategy to sustain WSU's leadership of the PRB. She has also assisted Patrick in strategizing on state appropriations for WSU.

Ms. Mervenne has participated in the University Research Corridor's bi-annual tours with Congressional staff to showcase WSU's intellectual assets and achievements. She was invited by WSU to serve as a presenter for the "Women of Wayne" workshop on April 30, 2011 on running for political office.

The Patton Boggs Advantage

Patton Boggs has enjoyed working with WSU over the past 7 years and believes that our continued representation would serve as an advantage to the University due to our longstanding relationships with the Michigan Delegation, our familiarity and in-depth knowledge as it relates to your existing programs and future plans and our general knowledge base concerning the University and our commitment to the city of Detroit. As you know, we are also deeply engaged with the DEGC and have a genuine concern and vested interested

in the revitalization of the city of Detroit, which includes improving its infrastructure and the preservation of historical landmarks and institutions of high education like WSU. We believe that we are best positioned to continue to help WSU achieve significant federal funding and greater success in the years to come.

Approach

As we have done in previous years, in planning your federal relations program, near the beginning of each calendar year, we will work with WSU's leadership team to identify both your short-term and long-term federal priorities and from those priorities create a strategic legislative plan. We will conduct a comprehensive review of existing programs to determine how they might be augmented by federal policy changes or federal funding, as well as legislative initiatives. After this initial prioritization, we identify promising federal opportunities, which allow us to accomplish the targeted goals. We will meet formally with WSU's leadership team to review report on, and adjust the strategic plan. Subsequent to these meetings, we outline policy positions, legislation, and funding requests. That effort builds on an inventory of expiring reauthorization bills, which dictate what topics Congress is likely to address in the coming year, as well as the status of pending legislation and ongoing policy debates in Congress and the Administration.

Legislative and Regulatory Process

We will continue to regularly monitor all pending legislation for its potential impact on WSU. As necessary, we will pass along relevant information to the university and seek your direction as to how we can best proceed on your behalf. Additionally, we think there are several major opportunities in the area of higher education for WSU to expand in the federal arena over the next few years. For example, there are several reauthorizations expected to occur that will shape the federal policy and funding landscape including the Workforce Investment Act (WIA), the Higher Education Act (HEA) (including Title IV, federal student aid), the Elementary and Secondary Education Act (ESEA), and the Carl D. Perkins Vocational and Technical Education Act, among other bills. If WSU is an active participant and leverages itself as a thought-leader in the area of education and workforce development, for example, WSU likely to influence these bills in a way that protects and advances the interests of the University over the long term.

- **Higher Education Act Reauthorization.** The Higher Education Act of 1965 authorizes a broad array of federal student aid programs that assist students and their families with paying for or financing the costs of obtaining a postsecondary education. Both the House and Senate Education Committees are looking to reauthorize HEA next year, as current law expires at the end of 2013. Based on the current timeline, each chamber is scheduled to release a draft bill at the end of this year, which means the time is ripe to influence the process.
- **Workforce Investment Act.** The Workforce Investment Act of 1998 is the primary federal program that supports workforce development activities, including job search assistance, career development, and job training. Reauthorization of WIA is long overdue, with the last major authorization bill passed in 1998.

Earlier this year, the House moved quickly this year on WIA legislation, having passed the Supporting Knowledge and Investing in Lifelong Skills (SKILLS) Act (H.R. 803) earlier this month. With Senate Democrats opposing the bill and the White House issuing a Statement of Administration Policy against the measure, it is unlikely to see action in the Senate, although Senators Patty Murray (D-WA) and Lamar Alexander (R-TN) are working behind the scenes. Republican

leaders in the House are urging their Senate counterparts to put forward ideas so that the process to reform the nation's workforce development system can move forward through a compromise measure. Thus, there are opportunities in the Senate for WSU to position itself as a thought-leader on workforce development issues.

- **Carl D. Perkins Career and Technical Education Improvement Act.** While the Act will expire in August of this year, this reauthorization is lower on the priority list. However, certain Members of Congress will seek to have hearings and solicit feedback from stakeholders like WSU on improving career and technical education this year, which will influence the process moving forward.

Furthermore, while influencing the reauthorization process is heavily focused on Congress, Patton Boggs will seek to engage officials within the federal departments and agencies implementing current laws. This outreach becomes particularly relevant as the Obama Administration has taken to frequent executive action seeking to adjust or tweak outdated laws in the absence of Congressional reauthorization measures.

We will also need to regularly discuss the wisdom of WSU spending its valuable political capital to endorse legislative changes or if the better solution is to allow the campaign to be handled by umbrella associations for higher education. Our team's goal is to work directly with WSU on issues unique to the University that may not necessarily be priority issues for other universities that are members of higher education associations. For example, we will work with WSU to:

- **Obtain a Minority-Serving Designation.** WSU would like to be designated as a minority-serving institution under the upcoming Higher Education Act reauthorization, given the diverse demographics of WSU's student body. Our higher education team has experience in working to obtain such designations. Alternatively, in researching this issue, we will look for other opportunities that place WSU in a desirable funding position.
- **Actively Engage in the President's Commission on Educational Excellence for African Americans.** Patton Boggs has identified this opportunity for WSU and thinks engagement in the Commission, either having a WSU representative serve on the Commission or being actively engaged in creating recommendations, can help to leverage WSU as a thought leader on higher education policy, as well as advance the interests of the University.
- **Leverage WSU's Interests in Federal Student Aid Funding and Public Disclosure.** Our team will work with WSU to determine the University's position on Pell Grant and other Title IV funding (federal student aid) reforms. As you know, Congress will be looking to reform key aspects of these programs, including eligibility requirements and interest rates. In addition, we expect many of these proposals to attach "performance outcome strings" to Title IV funding that institutions like WSU receive.
- **Continue to Foster Relationships Outside of the Michigan Delegation to Leverage WSU as a Thought Leader on Higher Education Issues.** As WSU begins to think about how it would like to engage in the Title IV funding debate, we also thought that it would be a great opportunity for WSU to take the lead on engaging the Congressional Black Caucus and other caucuses on this issue/reforms that could hurt many of the colleges and universities serving diverse populations such as first generation college students, etc. Patton Boggs also recommends that WSU look for similarly-

situated colleges and universities who would be willing to align with WSU on some of its positions related to how performance metrics are tied to Title IV funding.

- **Leverage WSU as a Thought Leader in Workforce Development.** Given the major reauthorizations of WIA and CTE, think there are excellent opportunities for WSU to engage in these debates and position itself to serve as a resource (i.e., testify at hearings) on key issues related to workforce development.

Patton Boggs works with higher education clients to determine synergies between their programs and ongoing efforts on the Hill and within the Administration related to workforce investment. For example, with President Obama's recent focus on manufacturing and workforce development, we have helped institutions devise strategies to highlight their projects before the Departments of Education, Commerce, and Labor, other agencies, and the White House, as well as meet with relevant Members of Congress to discuss reauthorization of the WIA and CTE.

- **Develop an Expertise Book.** Our team thinks it would be a great opportunity for WSU to create an expertise book that highlights signature work of the University and experts who can serve as a resource to Members of Congress and other stakeholders on key issues of relevance to WSU. This is a fairly simple way to raise WSU's profile.

Federal Grant and Federal Funding Opportunities

WSU is seeking federal government relations services to support a variety of objectives. These objectives include assistance with federal funding, collaboration with governmental and educational entities, participation in government policy development in the higher education field, and an increased national profile. To achieve these objectives, our federal advocacy team will engage in a broad array of government relations activities. These will include advocating for the preservation of programmatic funding in light of the new budget realities imposed under the debt ceiling agreement, identifying discretionary and competitive funding opportunities, expediting agency processes, advancing legislative or regulatory action, and raising the profile of WSU and its faculty within Congress and the Executive Branch. In particular, we will work to maximize opportunities presented by WSU's high national rankings with regard to its physiology researchers, Kinesiology programs, graduation rate, Pharmacy programs, and energy / sustainability initiatives.

Patton Boggs would work with WSU in pursuit of a broad range of federal funding opportunities. The elimination of Congressional earmarks does not itself eliminate the availability of funding, but instead transfers funding to the federal agencies and departments. In many ways, this raises the premium on effective counsel in identifying, seeking, and effectively competing for federal funding. It also makes it imperative that WSU lobby to preserve funding for high-priority programs that provide WSU with discretionary and formula funds.

Grant Funding Strategies. The universe of potentially relevant federal grants is very large, diverse, and complex. Patton Boggs makes it simple, accessible, and attainable. Patton Boggs has a sophisticated grant tracking mechanism developed specifically for institutions of higher education in the wake of the loss of Congressional earmarks. This includes:

- A comprehensive infrastructure to identify relevant federal grants early, before they are released. This enables early planning, drafting, strategy development, and constructive interaction with the granting agency. A team of over 25 Patton Boggs Partners and Associates is responsible for working closely with each Agency and Department to provide leading-edge information on expected grant opportunities.
- The ability to position applicants before the federal agencies and departments to gain maximum insight into grant criteria, the factors enhancing competitiveness and the common pitfalls, and to pre-sell WSU's applications.
- "Concept-to-completion" assistance conceptualizing, drafting and editing grant applications, drawing on Patton Boggs' extensive experience in formulating proposals in the terms and framework to which the granting agencies best respond. Patton Boggs is committed to WSU's success through grant competitions, devotes extensive time and energy to helping WSU frame, draft, and edit its proposals.
- Advocacy in support of applications, including coordinated Congressional strategies in support of WSU's submissions.
- A funding opportunity notification system, which directly alerts clients to potentially relevant grant opportunities once they are announced by a federal agency.

Federal authorization: By getting Congressional authorization language, a small change in law or policy can mean significant amounts of funding for individual organizations.

Discretionary funds: These are funds under the control of Executive Branch agencies which can be committed at the discretion of those agencies, often without a competitive process. Because there are hundreds of millions of dollars available through these funds, our firm takes the time to understand where the money lies, maintain working relationships with the people who oversee those funds, and formulate the best arguments for securing overlooked funds for our clients.

Discretionary funds and other opportunities: These are funds under the control of Executive Branch agencies which can be committed at the discretion of those agencies, often without a competitive process. Our firm takes the time to understand where the money lies, maintain working relationships with the people who oversee those funds, and formulate the best arguments for securing overlooked funds for our clients. While it is rare, agencies also have unobligated balances to re-allocate. These are funds that have been appropriated but, for one reason or another, never spent and returned to the general treasury, making them available for reallocation. We have been successful at identifying and capturing these opportunities for our clients' advantage.

Maintaining Funding for Existing University Programs

College and university pursuit of federal funding has recently transformed itself from a game of offense (pursuing federal earmarks in the annual appropriations process) to a new, higher stakes game of defense (preserving federal funding for programs that support higher education programs such as research and

student aid). We are able to help our higher education clients master both the offensive and defensive elements of the funding battles being waged in the new fiscally constrained federal budget process.

We also encouraged our higher education clients to look closely at their sources of federal funding and prioritize several programs on which to focus their advocacy efforts. Additionally, as Congress continues its trend of rescinding unobligated federal funding awarded through appropriations or grants to either offset increased spending or reallocate to other projects, Patton Boggs works closely with all of our clients to ensure that prior federal awards are appropriately spent and not in danger of being taken away.

Moreover, in addition to protecting current federal resources and securing additional federal opportunities, Patton Boggs works to prevent the imposition of unfunded mandates on our higher education clients. For example, in an effort to increase transparency within the federal grant award process, the House passed legislation that would impose a significant number of additional reporting requirements on federal grants, loans and contracts. It is estimated these reporting requirements would cost universities an additional \$8,000 per research award. During House consideration of the bill, Patton Boggs worked closely with Members to secure introduction of amendments that would have excluded public agencies from the requirement, raised the threshold of the amount of the awards for which reporting was required, and decreased the frequency of reports from quarterly to annually. While none of these amendments were adopted by the House, we continue to work with the authors of the bill in the Senate to address these concerns.

We are excited to continue working with WSU to provide such other services and information needed to achieve the University's federal government relations objectives.

Federal Grants and Issue Monitoring

A successful government relations program at the federal level relies heavily upon the ever-changing nature of Congress and the Executive Branch. Forecasting and monitoring issues that affect WSU will provide maximum flexibility in pursuing funding and legislative priorities. Patton Boggs will work to:

- Identify federal funding opportunities by providing grant announcements that match WSU's position, with regard to: economic development, health care and medical research, energy and environmental research, scientific research, and other related student services that WSU can advance through the legislative process;
- Monitor and facilitate the progress of funding and grant applications through appropriate federal agencies on behalf of WSU;
- Review WSU proposals being prepared for submission at the federal level and provide assistance in evaluating a program's suitability for supporting the policy goals of WSU;
- Review on a continuing basis, all existing and proposed federal policies, programs, rules and legislation that could affect WSU; and
- Work with relevant associations, including regular liaison with policy leads, drafting proposed resolutions or policy positions, and assisting with involvement of WSU officials.

Communication with Federal Officials

Due to a lack of earmarks, a successful federal government relations strategy now requires an advocacy reach beyond a client's immediate delegation. Patton Boggs will work to:

- Regularly communicate with WSU's Congressional Delegation, including during "recess periods" when WSU can host Members, staff, and other federal officials to campus for tours and educational events or host "brown bag" lunch seminars about a topic of interest on the Hill with professional committee and personal office staff;
- Target key Committee Chairmen, Ranking Members, Agency leaders, and other players in Congress to understand how WSU's activities complement specific Congressional and Executive Branch policy objectives;
- Maximize Patton Boggs's strong ties to Congressional leadership, members of appropriating and authorizing committees and federal agency officials in order to form relationships for WSU that will help in achieving your goals at the federal level and establishing a widely known reputation for your expertise and accomplishments.

Client Interaction

Regular communication and interaction allows us to help generate ideas, measure progress, and better adapt strategies to achieve legislative objectives. Patton Boggs will continue to:

- Attend teleconference meetings with WSU Officials to discuss legislative issues;
- Attend WSU functions in Storrs or at its Regional Campuses on an as needed basis;
- Prepare detailed reports of work activities and performance;
- Hold frequent and regularly scheduled teleconference calls with WSU staff to facilitate accountability on both sides through the provision of updates on recent work performed, federal and client developments and plans for the immediate future;
- Work closely with staff to analyze the impact of programs and policy, factoring in WSU's priorities and goals, and then strategizing how best to proceed.
- Provide regular status reports on WSU's federal agenda;
- Prepare an annual report and, if necessary, deliver a presentation to WSU officials at the end of each calendar year;
- Provide weekly, monthly, and/or quarterly reports on the status of federal issues and activities performed on behalf of WSU;
- Prepare topical reports assessing impacts of legislative and administrative proposals on WSU;
- Analyze and provide a memorandum on the annual President's Budget proposal, assessing impacts on higher education;

The size and scope of the public policy practice at Patton Boggs provides for intelligence gathering and information sharing that benefits all of our clients. For example, we would provide relevant intelligence through emails and phone calls, as well as provide the following information:

- Weekly *Capital Thinking* reports that include updates on the current week's legislative and regulatory activity and forecasts action in the week ahead, including special editions on pertinent issues like the recent debt ceiling and deficit reduction negotiations;
- Regular update memos on legislative and agency activity impacting institutions of higher education;
- Our annual analysis of the President's State of the Union address, which is typically sent to clients within 18 hours of the President's speech and is often cited in media analyses of the policy ramifications of these speeches;
- Our annual analysis of the President's Budget; and
- Special reports on developing legislative issues that impact higher education.

Team

Patton Boggs employs a team approach to client representation, allowing us to draw on the strengths of individual attorneys and policy advisors across diverse practice areas. This assures the involvement of attorneys with the most appropriate substantive skills and governmental contacts for any particular issue-specific problems or opportunities as they arise.

The firm's public policy practice includes more than 100 registered lobbyists, most of who previously served in Congress, the White House, and/or Executive agencies, and several in local and state government. Patton Boggs pursues a bipartisan approach to representation; the practice group includes a roughly equal number of Republican and Democratic professionals, which affords the perspective and contacts to deal effectively with all sides in a closely divided House and Senate, and with any Administration.

For WSU, we identified a bipartisan core group of professionals who together reflect the firm's strengths across the primary areas of likely concern to the University. While we list several professionals initially expected to have some specific or ongoing involvement representing WSU, we have the ability to draw upon all attorneys and professionals when expertise is required. We also may need to modify the core team based on needs identified through mutual development of the federal relations agenda and strategic implementation plan.

Patton Boggs recognizes that constant reporting, communication, and coordinating will be essential to the success of this representation. To this end, Rodney Slater and Bob Horn will coordinate the Patton Boggs team and be accountable for organizing internal firm resources and undertaking tasks, while serving as the daily point of contact to the University. In addition to Rodney Slater and Bob Horn, the core team includes Martie Kendrick, Dana Weekes, John Sharp, Anne Mervenne and Amy Budner Smith. We will also engage Eugenia Edwards, Jared Fleisher and Amy Davenport., and additional personnel involved in topical

consultation as needed. In addition to the people identified below, Patton Boggs has a deep bench of policy experts that we will utilize in order to best address your policy needs.

The proposed team includes the following professionals:

- Secretary Rodney Slater, Partner: Former U.S. Secretary of Transportation Rodney E. Slater helps clients integrate their interests in the overall vision for the transportation system of the 21st Century—a vision he set as transportation secretary to promote a safer, more efficient, environmentally sound and sustainable worldwide transportation infrastructure. Mr. Slater also helps state and local government clients address the vexing challenge of closing the gap between transportation demand and capacity by employing public/private strategies and innovative financing solutions. Mr. Slater's practice focuses on many of the policy and transportation objectives that were set under his leadership, including aviation competition and congestion mitigation, maritime initiatives, high-speed rail corridor development, and overall transportation safety and funding. He continues to embrace the framework he established as secretary for making transportation decisions that called for more open, collaborative and flexible decision making across the transportation enterprise here and abroad. Mr. Slater's bipartisan and inclusive approach to problem solving has earned him tremendous respect and admiration on both sides of the aisle, enabling him to have one of the best relationships with the White House, Congress, and business, labor and political leaders worldwide in the history of the Department of Transportation (DOT). His work at DOT forever altered America's and the world's appreciation of transportation as more than just concrete, asphalt and steel. Mr. Slater brings the same strategic, results-oriented and collaborative approach to his public policy practice. Secretary Slater has deep ties to the state of Michigan having graduated with a Bachelor's degree from Eastern Michigan University.
- Robert Horn, Partner: Mr. Horn counsels corporate, nonprofit and international clients on energy, environmental and public policy matters, as well as state and federal regulatory and legislative matters. Mr. Horn represents major corporations before Congress and the administration on issues involving energy policy—such as policy related to the aftermath of the August of 2003 blackout in the United States—as well as how best to secure and maintain government contracts, and developing strategies that enable companies to effectively enter the federal marketplace. During his extensive career in the public and private sectors, Mr. Horn has held numerous high-level positions. He brings a broad range of domestic and international experience in legal, operating, financial, and government relations areas. Prior to joining Patton Boggs, Mr. Horn served as assistant vice president of Federal Affairs for the Detroit Edison Company, where he led the company in all federal matters, representing DTE Energy, Detroit Edison and its subsidiaries in all federal interactions with the Congress, the executive branch and the administrative agencies. In 1988, he was elected a corporate officer. Mr. Horn also has a great deal of experience in both federal and state government, having served in the White House as executive secretary of the Presidential Clemency Board under President Gerald Ford. He served as special assistant to the assistant secretary of Housing Management for the U.S. Department of Housing and Urban Development assigned to the Office of the Secretary, where he authored two major studies published by HUD.
- Martha Kendrick, Partner: Ms. Kendrick helps clients navigate the Executive Branch to solve regulatory problems involving legislative, regulatory and administrative law for health, education, insurance and municipal issues. Her work often focuses on municipal issues as well as biomedical, medical device, pharmaceutical, social services, education and human services, and for several years, her work has emphasized health and hospital law. She also lobbies in the federal appropriations

arena. Ms. Kendrick has long worked with representation team for WSU University and has also worked with many other university clients in the past. Ms. Kendrick served in a variety of management and policy positions during almost twelve years at the Department of Health and Human Services, including organizing and serving as the first acting director of the Carter Administration's Office for Families, special assistant to Director (and Social Science Analyst) of the National Center on Child Abuse and Neglect, special assistant to the Director of the Office of Health Maintenance Organizations, and legislative analyst concentrating on health issues in the Office of the Secretary.

- Anne Mervenne: Ms. Mervenne serves as a Michigan based Senior Consultant to Patton Boggs. She is the President of Mervenne & Company, a woman owned governmental relations consulting firm. Among her current clients are Focus: HOPE, United Way for Southeastern Michigan and Children's Hospital of Michigan. She is also the Co-Director of the Michigan Political Leadership Program at Michigan State University. Anne served in several prominent positions during her 12 years in the administration of former Governor John Engler. Anne also served on the Transition Team for Governor Rick Snyder and was appointed by him to serve on the Board of Directors of Blue Cross and Blue Shield of Michigan. Her volunteer activities include serving on the Boards of Directors of the Detroit Regional Chamber of Commerce and Habitat for Humanity of Michigan. The Women's Official Network recently recognized Anne with their prestigious "Wonder Woman Award" to recognize her many contributions in helping women in Michigan, the Middle East and Asia develop skills to become effective social advocates and leaders. Ms. Mervenne earned a Bachelor of Art's degree in Urban Studies from James Madison College of Michigan State University in 1982.
- John Sharp, Associate: Lieutenant Colonel (Retired) John R. Sharp advises clients on a wide spectrum of administrative and regulatory law issues. His experience encompasses extensive work in the energy sector, including domestic and international oil and gas, nuclear energy, alternative and renewable energy projects and federal grants and loan guarantees for energy projects. John has represented clients in matters before the Minerals Management Service, the Bureau of Ocean Energy Management, Regulation and Enforcement and the Interior Board of Land Appeals, as well as other federal agencies including the Surface Transportation Board, the National Park Service, and numerous agencies within the Department of Defense. Lt. Col. Sharp also specializes in federal procurement law, with a special focus on SBA programs, Veterans Administration issues and Service-Disabled Veteran-Owned or Veteran-Owned Small Businesses. He brings a wealth of knowledge and experience on procurement, defense and national security-related issues to the table for his clients, having served in the U.S. Army for nearly 22 years in a variety of assignments worldwide before joining the firm.
- Dana Weekes, Associate: Ms. Weekes represents corporations, universities, and nonprofit organizations on a range of legislative and administrative matters related to agriculture, energy, education and federal funding. Ms. Weekes assists clients on developing comprehensive strategic plans and initiatives to further client objectives, as well as counsels clients on the impacts of potential policy and regulatory changes. Ms. Weekes also advises clients on identifying and pursuing federal funding opportunities. In her practice, Ms. Weekes focuses on an array of policy matters, including food policy, nutrition, renewable and alternative energy development, and science, technology, engineering and mathematics (STEM) education.

- Amy Budner Smith, Public Policy Advisor: Ms. Budner Smith, a graduate of the University of Georgia, provides policy guidance to and advocates on behalf of universities and colleges, hospital systems, and educational and other non-profit organizations. Ms. Budner Smith works to identify and secure federal funding opportunities, as well as advance the legislative agenda, for her clients. She has extensive knowledge of policy matters and funding related to higher education, including transportation, health care, economic development, and defense research. Before joining Patton Boggs, Ms. Budner Smith was a legislative analyst for the State of Colorado, where she evaluated the operations and programs of state government agencies and universities, and served as a Congressional aide.

The proposed team will be supported by the following core team of professionals:

- Amy Davenport, Public Policy Specialist: Amy Davenport assists with the research, development and implementation of legislative strategies in a variety of policy areas. She works closely with municipalities, universities, and the private sector, with a focus on federal policies as well as funding opportunities through appropriations and authorization legislation. Much of her work focuses on securing federal funding opportunities to support clients' research and development initiatives, infrastructure projects and other services through competitive and discretionary grants. Before joining Patton Boggs, Ms. Davenport graduated *summa cum laude* and *Phi Beta Kappa*, from Miami University in Ohio and served as an intern for Senator Rob Portman (R-OH) and former Senator George V. Voinovich (R-OH).
- Jared Fleisher, Associate: Mr. Fleisher assists municipal governments, regional transportation authorities, and non-profit organizations in achieving their goals before the federal government. Mr. Fleisher also advises clients on a range of other public policy matters, including health care policy. Mr. Fleisher brings to Patton Boggs an academic background at the intersection of law and public policy. While in law school, Mr. Fleisher was a Teaching Fellow in Harvard University's Department of Government where he taught on the American presidency and executive branch, Congressional politics, American foreign policy, and international security affairs. He is a three-time recipient of Harvard University's Certificate for Distinction in Teaching.
- Eugenia Edwards, Public Policy Advisor: Ms. Edwards represents a range of health care clients to advance their interests by working closely with Congress, the Administration and relevant stakeholders. Ms. Edwards assists clients with development and implementation of legislative and regulatory strategies to address the client's most pertinent health policy objectives. Ms. Edwards is actively engaged in health policy issues related to hospital systems, providers, consumers and manufacturers including Medicare coverage and reimbursement, Medicaid, the State Children's Health Insurance Program, public health, insurance coverage, delivery system reform, health information technology and implementation of national health care reform. Prior to joining the firm, Ms. Edwards was a Professional Staff Member for the Republican staff of the House Energy and Commerce Committee, where her work focused on healthcare issues.

W/MBE Commitment

At this present time, the firm does not plan to involve any M/WBE firms on this representation.



Proposed Fee

Like most law firms, Patton Boggs's normal practice is to bill clients on an hourly basis for legal services. The current billing rates for the professionals we anticipate would spend most time on the WSU representation ranges from \$445 to \$825 per hour.

However, for representation of our public entity clients, we usually recommend a retainer cost structure. Public entities seldom can enter into open-ended contracts, and because the level of activity will vary widely during the course of a year, a retainer ensures consistency and predictability in costs and usually is the most economical arrangement. In addition, retainers encourage contact as needed or desired, without the hesitation that normally accompanies an hourly billing structure.

Based on the type of work anticipated for WSU, we propose a monthly retainer of \$12,000 per month plus expenses. We are confident we can work out an acceptable fee arrangement based on WSU's budget requirements and preferences.

Alternative Proposal

N/A

Appendix



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.

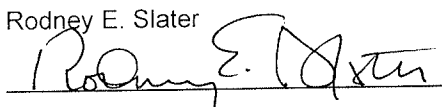
The VENDOR hereby certifies that neither it, its officers, partners, owners, providers, representatives, employees and parties in interest, including the affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other proposer, potential proposer, firm or person, 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: Patton Boggs LLP
 Address: 2550 M St NW
 Washington, DC
 Telephone: (202) 457-6000
 Fax: (202) 457-6315
 ATTN: Kimberly Tomaszewski / RFP Federal Relations Lobbying and Consulting Services
 Tax Payer ID: 520749196
 Submitted by: Rodney E. Slater
 Signature: 
 Typed Name: Rodney E. Slater
 Partner (Title) May 8, 2013 (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).



**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 (Please Describe)	PERSON RESPONSIBLE	RATE @
Legislative Advocacy	Rodney Slater	\$ 585.00
Health Care Legislative Advocacy	Martie Kendrick	\$ 585.00
Legislative Advocacy	Robert Horn	\$ 585.00
		\$
Other Costs (Describe)		\$
Reimbursable Expenses (if any)		\$
Grand Total		\$

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 %
Ø	%	Ø	%

Company Name: Patton Boggs LLP

Submitted by: Rodney E. Slater

Signature

Typed Name Partner (Title) May 8, 2013 (Date)

Phone (202) 457-5265 fax (202) 457-6315



SCHEDULE D - SUMMARY QUESTIONNAIRE

	YES	ALTERNATIVE
1. Can your company commence on October 01, 2013 and be completed by September 30, 2014?	X	_____
2. Does your company agree to provide a minimum of 3 references to the University upon request , with specific contact names and phone numbers?	X	_____
3. Did you attend the mandatory Pre-Proposal meeting on April 24, 2013?	X	_____
4. Did your company provide a certificate of insurance to meet or exceed all our minimum requirements?	X	_____
5. Did your company provide the required Proposal Certification, Non- Collusion Affidavit and Vendor Acknowledgement, Schedule A?	X	_____
6. Did your company complete and provide the Summary Price Schedule C , and submit it electronically to rfp@wayne.edu?	X	_____
7. Did your company agree to guarantee to maintain a top priority for the UNIVERSITY?	X	_____
8. Please complete the following questions:		
Total number of employees in your company	914	
Total years in business with this company name	50	
9. Does your company agree to provide financial reports to the University upon request?	X	_____
10. Does your company agree to allow the UNIVERSITY to audit your books pertaining to the UNIVERSITY account?	X	Specific to time, billing and expense records related to the University account.
11. Are there any conflicts of interest in doing business with the University?	Yes X No	
12. Did your company provide a "Restricted Services" exhibit, EXHIBIT 1?	X Yes No	
13. Did your company provide a list of lost accounts in excess of \$25,000?		Available upon request
14. Did your company quote services at prevailing wage rates where applicable and clearly indicate such in your proposal?	N/A	



CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
05/03/2013

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 Aon Risk Services Northeast, Inc. New York NY Office 199 Water Street New York NY 10038-3551 USA	CONTACT NAME: PHONE (A/C. No. Ext): (866) 283-7122 FAX (A/C. No.): (847) 953-5390		
	E-MAIL ADDRESS:		
INSURED Patton Boggs LLP 2550 M Street, N.W. Washington DC 20037-1350 USA	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A: Federal Insurance Company		20281
	INSURER B: Great Northern Insurance Co.		20303
	INSURER C:		
	INSURER D:		
	INSURER E:		
INSURER F:			

Holder Identifier :

COVERAGES **CERTIFICATE NUMBER:** 570049832438 **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. Limits shown are as requested

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 CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Prod-Comp/Op Incl in Genl Agg GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC			35764614 Package Policy	10/01/2012	10/01/2013	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			74986701 Automobile Policy	10/01/2012	10/01/2013	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION						EACH OCCURRENCE AGGREGATE
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	71721244 Workers' Compensation Pol	05/01/2013	05/01/2014	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE-EA EMPLOYEE \$1,000,000 E.L. DISEASE-POLICY LIMIT \$1,000,000

Certificate No : 570049832438

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
 The Board of Governors, Wayne State University is included as Additional Insured with respects to General Liability and Automobile Liability, as their interests may appear. Indicated coverage is primary and non-contributory with any applicable coverages held by Wayne State University. Waiver of Subrogation, except to the extent prohibited by law, is included as respects General Liability, Automobile Liability, and workers Compensation.

CERTIFICATE HOLDER**CANCELLATION**

Wayne State University Office of Risk Management 5700 Cass Avenue, Suite 4622 AAB Detroit MI 48202 USA	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 <i>Aon Risk Services Northeast Inc.</i>
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PRACTICE AREAS

Transportation and Infrastructure
Public Policy and Lobbying
Homeland Security, Defense, and
Technology Transfer

EDUCATION

University of Arkansas, J.D., 1980
Eastern Michigan University, B.S., 1977

BAR ADMISSIONS

District of Columbia

RODNEY E. SLATER

EXPERIENCE

Former U.S. Secretary of Transportation Rodney E. Slater helps clients integrate their interests in the overall vision for the transportation system of the 21st Century—a vision he set as transportation secretary to promote a safer, more efficient, environmentally sound and sustainable worldwide transportation infrastructure. Mr. Slater also helps state and local government clients address the vexing challenge of closing the gap between transportation demand and capacity by employing public/private strategies and innovative financing solutions. Mr. Slater's practice focuses on many of the policy and transportation objectives that were set under his leadership, including aviation competition and congestion mitigation, maritime initiatives, high-speed rail corridor development, and overall transportation safety and funding. He continues to embrace the framework he established as secretary for making transportation decisions that called for more open, collaborative and flexible decision making across the transportation enterprise here and abroad.

Mr. Slater's bipartisan and inclusive approach to problem solving has earned him tremendous respect and admiration on both sides of the aisle, enabling him to have one of the best relationships with the White House, Congress, and business, labor and political leaders worldwide in the history of the Department of Transportation (DOT). His work at DOT forever altered America's and the world's appreciation of transportation as more than just concrete, asphalt and steel. Mr. Slater brings the same strategic, results-oriented and collaborative approach to the practice of law to his public policy practice.

As secretary of transportation under President Bill Clinton, Mr. Slater passed several historic legislative initiatives over his tenure, including the Transportation Equity Act for the 21st Century (TEA-21), which guaranteed a record \$200 billion in surface transportation investment through 2003, and the Wendell H. Ford Aviation Investment Reform Act for the 21st Century (AIR-21), which provides a record \$46 billion to improve the safety and security of the nation's aviation system. Under his leadership, the federal transportation budget doubled and in the department's "best in government" strategic and performance plans, the scope

and definition of transportation was expanded to include a focus on safety, mobility and access, economic development and trade, the environment and national security.

Previous to his tenure as transportation secretary, Mr. Slater served as director of the Federal Highway Administration, where—as the agency’s first African-American Administrator in its century-long history—he oversaw the development of an innovative financing program that resulted in hundreds of transportation projects being completed two to three years ahead of schedule with greater cost efficiencies. Over that time, the federal transportation budget increased an unprecedented 104 percent. Additionally, the department’s FY2001 budget of nearly \$60 billion is the largest ever.

PROFESSIONAL AFFILIATIONS

- Former Secretary of Transportation
- Former Administrator of the Federal Highway Administration
- Former Director of Government Relations, Arkansas State University
- Former Special Assistant for Economic and Community Programs to then-Governor Bill Clinton
- Former Executive Assistant for Community and Minority Affairs to then-Governor Bill Clinton
- Former Assistant Attorney General, Litigation Division of the Arkansas State Attorney General’s Office
- Former Secretary-Treasurer, Arkansas Bar Association
- Special Liaison, Martin Luther King Jr. Federal Holiday Commission
- Arkansas State Highway Commission, (1987-1992)
- Vice Chairman and Senior Advisor, James Lee Witt Associates
- Non-executive Director, Atkins

PUBLICATIONS, SPEECHES, PRESENTATIONS

- Mr. Slater has contributed to numerous publications, including two major DOT reports on transportation challenges and accomplishments that were issued under Mr. Slater’s leadership: *The Changing Face of Transportation* and *Transportation Decision Making: A Policy Architecture for the 21st Century*.



ROBERT J. HORN

Partner

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PRACTICE AREAS

Public Policy and Lobbying

Energy and Natural Resources

Federal Marketing

EDUCATION

University of Michigan, Certificate,
Graduate School of Business
Administration's Program for Utility
Executives, 1982

Fordham University School of Law,
J.D., 1967

Baruch School of Business and Public
Administration of the City College of
New York, B.A., 1964

BAR ADMISSIONS

District of Columbia

New York

ROBERT J. HORN

EXPERIENCE

Bob Horn counsels corporate, nonprofit and international clients on energy, environmental and public policy matters, as well as state and federal regulatory and legislative matters. Mr. Horn represents major corporations before Congress and the administration on issues involving energy policy—such as policy related to the aftermath of the August of 2003 blackout in the United States—as well as how best to secure and maintain government contracts, and developing strategies that enable companies to effectively enter the federal marketplace.

During his extensive career in the public and private sectors, Mr. Horn has held numerous high-level positions. He brings a broad range of domestic and international experience in legal, operating, financial, and government relations areas.

Prior to joining Patton Boggs, Mr. Horn served as assistant vice president of Federal Affairs for the Detroit Edison Company, where he led the company in all federal matters, representing DTE Energy, Detroit Edison and its subsidiaries in all federal interactions with the Congress, the executive branch and the administrative agencies. In 1988, he was elected a corporate officer.

Mr. Horn also has a great deal of experience in both federal and state government, having served in the White House as executive secretary of the Presidential Clemency Board under President Gerald Ford. He served as special assistant to the assistant secretary of Housing Management for the U.S. Department of Housing and Urban Development assigned to the Office of the Secretary, where he authored two major studies published by HUD.

Subsequent to his White House tenure, Mr. Horn became director of the state of Michigan's Washington Office under Governor William G. Milliken, where he held sub-cabinet rank. His colleagues from the other state offices elected Mr. Horn chairman of the Washington Representatives of the Governors. Governor Milliken also appointed Mr. Horn as a board member of the Michigan Energy

Research and Resource Association, an industry, state government and academic coalition organized to promote technology development in the state of Michigan.

In 1987, President Reagan appointed Mr. Horn to the United States Holocaust Memorial Council. He was re-appointed in 1992 by President Bush and allowed to serve an additional two years under President Clinton. During that time he was involved in the creation of the United States Holocaust Memorial Museum serving on the Content and International Relations committees. When the museum was completed, he was elected to the Executive Committee and chaired the Governance Committee that supervised the internal management of the museum. Mr. Horn became a member of the negotiating team that obtained restitution for the double victims of the communism and nazism in Eastern Europe.

Mr. Horn serves as chairman of the Republican National Lawyers Association that he helped create when he was the executive director of Lawyers for Reagan and Bush '84. Since 1980, Mr. Horn has held various positions as counsel and/or parliamentarian to each successive Republican National Convention. He eventually served on President Ronald Reagan and George Bush's transition teams. During the 2000 election, Mr. Horn helped organize and develop a cadre of lawyer volunteers nationally in support of President George W. Bush's presidential campaign. He traveled extensively on behalf of the campaign both during the primaries and the general election, he served as a lead attorney in Broward County, Florida during the recount.

Additionally, Mr. Horn has traveled abroad for the U.S. Information Agency as part of its AMPARTS program and for the Konrad Adenauer Stiftung lecturing on international economic, energy and environmental issues. He was an adjunct professor of law at American University Law School, where he taught legal research and writing. Mr. Horn has also been a guest lecturer on a variety of topics—including international, economic, environmental, and political issues—at the University of Michigan, Georgetown University and the American University, the Sorbonne and the University of Jena.

Mr. Horn is honorably discharged from the United States Army Reserve and has a reading and speaking knowledge of German.

PROFESSIONAL AFFILIATIONS

- Co-chair, Subcommittee on Free Trade Areas of the Americas of the American Bar Association's Section on Dispute Resolution
- Vice chair, American Bar Association, Administrative Law and Regulatory Practice Section, Subcommittee on National Security

PUBLICATIONS, SPEECHES, PRESENTATIONS

Mr. Horn has lectured on a range of topics at various universities and before legal organizations throughout the United States and Europe. Select engagements and publications include:

- Co-author, “Lessons Learned from a Win,” *Aggregates Manager Magazine* (February 2011)
- Co-author, “Mine Safety Bill Defeated, Debate to Continue in the Next Congress,” *Coal Age* (December 2010)
- Author, “The Myth that ‘Imported Oil’ is the Obstacle to America’s Energy Independence” (March 2009)
- Lecturer, American Bar Association, Administrative Law Section, Nuclear Energy Security (2003)
- Co-author with A.E. Reiser, “The Energy Clock,” *H2 Carbiz* (November 2003)
- Author, Report on the availability of crime insurance in urban areas, U.S. Department of Housing and Urban Development Division of Housing Management (1972)
- Author, Analysis of real estate settlement costs nationwide, U.S. Department of Housing and Urban Development Division of Housing Management (1971)



MARTHA M. KENDRICK
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PRACTICE AREAS

- Health Care
- Medicare and Medicaid Coverage and Reimbursement
- Appropriations
- Tax

EDUCATION

- Georgetown University Law Center, J.D., 1985
- Bowling Green University, M.A., 1972
- Newton College of the Sacred Heart, B.A., 1971

BAR ADMISSIONS

- District of Columbia
- Maryland

MARTHA M. KENDRICK

EXPERIENCE

Martha Kendrick helps clients navigate the executive branch to solve regulatory problems involving legislative, regulatory and administrative law for health education, insurance, municipal and tax issues. Her work often focuses on medical device, biomedical, pharmaceutical, social services, education and human services, and for several years her work has emphasized health and hospital law. She also lobbies in the federal appropriations arena.

Ms. Kendrick has played a key role in establishing and building a nationally recognized health law practice that combines strong technical and strategic expertise in an effort to assist clients doing business with the federal government. For 20-plus years, Ms. Kendrick has represented clients before Congress in virtually every major piece of health, Medicare and Medicaid legislation.

In representing clients before administrative agencies and before Congress, Ms. Kendrick's substantive expertise and clients span the health field. She counsels large corporations as well as national and state trade associations; state, local and tribal governments; health providers; universities; and pharmaceutical companies. She regularly represents and counsels clients on matters before the Centers for Medicare and Medicaid Services (CMS) relating to Medicare and Medicaid as well as regulatory and funding issues before agencies within the Department of Health and Human Services (HHS), including the National Institutes of Health, the Indian Health Services, the Centers for Disease Control and Prevention (CDC), the Food and Drug Administration (FDA), and the Health Resources and Services Administration (HRSA). Ms. Kendrick's broad legislative advocacy encompasses Congressional authorizing and appropriations committees, including the tax writing Senate Finance and House Ways and Means Committees. She has organized and represented major national coalitions, including the Patient Access to Transplantation Coalition.

Before her legal career, Ms. Kendrick served in a variety of management and policy positions during almost twelve years at the U.S. Department of Health and Human Services, including organizing and serving as the first acting director of

the Carter Administration's Office for Families, special assistant to Director (and Social Science Analyst) of the National Center on Child Abuse and Neglect, special assistant to the Director of the Office of Health Maintenance Organizations, and legislative analyst concentrating on health issues in the Office of the Secretary.

PROFESSIONAL AFFILIATIONS

- American Health Lawyers Association
- Founding Board and Steering Committee, Women in Health Policy
- Former President, Junior League of the City of Washington (1989-90)
- Founder and Former Chairman, Current Board of Directors, Bright Beginnings, Inc.
- Board of Directors, Best Friends Foundation
- Board of Directors, Don Bosco Cristo Rey High School
- Advisory Board Member, Healthcare Businesswomen's Association - Mid-Atlantic Chapter
- Member and Leadership Washington Graduate (1989)
- Founding and Current Member, Council for Women of Boston College
- Former Board of Directors, The Foundation for America's Blood Centers
- Founding Board of Trustees of Proliteracy Worldwide, Inc. (formerly Laubach Literacy International)
- Former Board of Directors and Vice President, The Greater Washington Urban League
- Former Board Member, Gonzaga College High School Mothers Club
- Founding Board of Directors, Together for Freedom
- Sovereign Military Order of Malta (Dame of Malta)

HONORS AND AWARDS

- Georgetown University Law Center 2004 Alumna Award
- Seniors Coalition Award for Leadership, Legislative Advocacy, and Contributions (2003)
- Intercultural Cancer Council Distinguished Service Award (2001)
- Leadership Washington Volunteer of the Year Award (1996)
- Junior League of Washington Spirit of Volunteerism Award (1996)

PUBLICATIONS, SPEECHES, PRESENTATIONS

- Ms. Kendrick is the author of several publications on health and insurance-related issues and she has presented before numerous financial, business and provider groups, industry associations and coalitions nationwide.

- Speaker, “Washington Update: A Look Ahead,” AAPM&R Annual Conference, Orlando, FL (November 17, 2011)
- Speaker, “Post Health Care Reform: Eighteen Months Later – The Washington Update,” AMRPA Annual Medical Rehabilitation Conference (September 27, 2011)
- Speaker, American Academy of Pediatrics’ 2011 Legislative Conference, “Burning Issues Workshop: Funding the ACA” (March 13, 2011)
- Co-author, “System-Based Practice of Physical Medicine and Rehabilitation.” In *DeLisa's Physical Medicine & Rehabilitation Principles and Practice* (pp.485-500), 5th Ed., Volume 1 (2010)



DANA T. WEEKES
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PRACTICE AREAS

Public Policy and Lobbying
Energy-Related Public Policy
Agriculture

EDUCATION

University of Virginia School of Law,
J.D., *Dillard Fellow*, 2009
Wellesley College, B.A., 2003

BAR ADMISSIONS

District of Columbia
Maryland

DANA T. WEEKES

EXPERIENCE

Dana Weekes represents corporations, universities, and nonprofit organizations on a range of legislative and administrative matters related to agriculture, energy, education and federal funding. Ms. Weekes assists clients on developing comprehensive strategic plans and initiatives to further client objectives, as well as counsels clients on the impacts of potential policy and regulatory changes. Ms. Weekes also advises clients on identifying and pursuing federal funding opportunities. In her practice, Ms. Weekes focuses on an array of policy matters, including food policy, nutrition, renewable and alternative energy development, and science, technology, engineering and mathematics (STEM) education.

Before joining Patton Boggs, Ms. Weekes worked for two nationally recognized and historic nonprofit organizations located in Washington, DC that focus on policy matters related to immigration, children’s rights and voting rights. Ms. Weekes also served as a field organizer for the Democratic Party in both a presidential and special congressional election in Ohio, as well as assisted in compliance matters for state and national political organizations.

Ms. Weekes also interned with the Senate Health, Education, Labor and Pensions Committee under the late Senator Edward M. Kennedy (D-MA) and the Department of Justice.

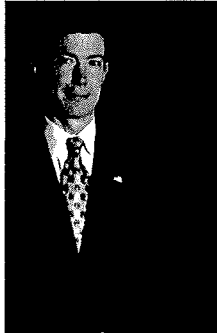
HONORS AND AWARDS

→ Inaugural Inductee, Mid-Atlantic Black Law Students Association Hall of Fame (2011).

PUBLICATIONS, SPEECHES, PRESENTATIONS

→ Moderator, “Accessibility of Higher Education,” featuring State Senator Wayne Fontana (D PA-42), State Representative Jake Wheatley (D PA-9), and Scott Roberts, Advancement Project. Mid-Atlantic Black Law Students Association Regional Convention, Pittsburgh, Pennsylvania (February 2013)

- Panelist, “Young Lawyers in the Community: Benefits of Expanding the Pipeline,” Increasing Diversity in the Legal Profession Eliminating Impediments for Lawyers and Law Students of Color Conference, Virginia State Bar Conference on Diversity, University of Virginia School of Law (November 2011)
- Keynote Speaker, Academic Achievement Award Dinner, Wellesley College, Wellesley, MA (March 2010)
- Keynote Speaker, 140th Anniversary Dinner of the Wellesley College Charter, Wellesley, MA (March 2010)



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JOHN R. SHARP

EXPERIENCE

Lieutenant Colonel (Retired) John R. Sharp advises clients on a wide spectrum of administrative and regulatory law issues. His experience encompasses extensive work in the energy sector, including domestic and international oil and gas, nuclear energy, alternative and renewable energy projects and federal grants and loan guarantees for energy projects. John has represented clients in matters before the Minerals Management Service, the Bureau of Ocean Energy Management, Regulation and Enforcement and the Interior Board of Land Appeals, as well as other federal agencies, including the Surface Transportation Board, the National Park Service, and numerous agencies within the Department of Defense.

Lt. Col. Sharp also specializes in federal procurement law, with a special focus on SBA programs, Veterans Administration issues and Service-Disabled Veteran-Owned or Veteran-Owned Small Businesses. He brings a wealth of knowledge and experience on procurement, defense and national security-related issues to the table for his clients, having served in the U.S. Army for nearly 22 years in a variety of assignments worldwide before joining the firm.

A Russian linguist, Lt. Col. Sharp served for many years as a Soviet-East European (Eurasian) Foreign Area Officer, developing special proficiency concerning the Trans-Caucasian and Central Asian regions.

PRACTICE AREAS

Energy and Natural Resources
Administrative and Regulatory Law
Government Contracts

EDUCATION

University of Denver Sturm College of Law, J.D., 2005
University of Washington, M.A.I.S., 1990
University of Tennessee, B.A., *with high honors*, 1980

BAR ADMISSIONS

Colorado
District of Columbia

COURT ADMISSIONS

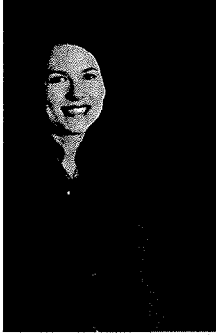
United States Supreme Court
U.S. Court of Appeals for Veterans Claims
U.S. Court of Appeals for the 10th Circuit
U.S. Court of Appeals for the 5th Circuit

PROFESSIONAL AFFILIATIONS

- American Bar Association
- Colorado Bar Association
- Denver Bar Association
- Energy Bar Association – Rocky Mountain Chapter
- U.S. Court of Appeals for Veterans Claims Bar Association
- Association of the United States Army
- Rocky Mountain Mineral Law Foundation

HONORS AND AWARDS

- Legion of Merit, United States Army
- Outstanding Academy Educator, United States Air Force Academy, Academic Year 1999-2000



AMY BUDNER SMITH
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PRACTICE AREAS

Public Policy and Lobbying
Transportation and Infrastructure
Universities and Colleges

EDUCATION

University of Colorado, M.A., 2003
University of Georgia, B.A., *magna cum laude*, 1999

AMY BUDNER SMITH

EXPERIENCE

Drawing from her background in policy analysis and project management, Amy Budner Smith provides policy guidance to and advocates on behalf of universities and colleges, hospital systems, and other public and non-profit organizations. She focuses on securing federal funding opportunities to support clients' infrastructure improvements, program expansions and research, and other important community services. Ms. Budner also specializes in developing comprehensive strategic plans to raise clients' national profile and counseling clients on the potential impact of federal policies (regulatory and legislative).

Before joining Patton Boggs, Ms. Smith was Legislative Audit Supervisor at the Office of the State Auditor in Denver, CO. There, she completed reviews of the operations and programs of a variety of state government agencies and universities, from scope development to policy recommendations and legislative changes. She also was responsible for conducting policy analysis and research, monitoring legislation, providing legislative testimony, and conducting independent quality control reviews of audit analysis.

In addition, Ms. Smith was a Congressional aide to Rep. Diana DeGette (D – CO), where she was responsible for developing and maintaining community relations, as well as addressing a number of policy issues in the district.

Within the community, Ms. Smith served in leadership positions with the Colorado Women's Health Care Coalition and the Rocky Mountain Riveters in Denver and now serves in an advisory capacity to Running Start in Washington, D.C.

HONORS AND AWARDS

→ NCSL National Legislative Program Evaluation Society Impact Award (2005)



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PRACTICE AREAS

Public Policy and Lobbying
Appropriations
Transportation and Infrastructure

EDUCATION

Harvard University, J.D.
Harvard University, B.A., *magna cum laude*, Phi Beta Kappa

COURT ADMISSIONS

District of Columbia
Massachusetts

JARED FLEISHER

EXPERIENCE

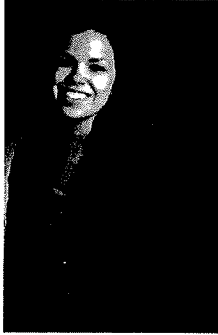
Jared Fleisher assists municipal governments, regional transportation authorities, and non-profit organizations in achieving their goals before the federal government. Mr. Fleisher also advises clients on a range of other public policy matters, including health care policy.

Mr. Fleisher brings to Patton Boggs an academic background at the intersection of law and public policy. While in law school, Mr. Fleisher was appointed as a Teaching Fellow in Harvard University's Department of Government where he taught on the American presidency and executive branch, Congressional politics, American foreign policy, and international security affairs. He is a three-time recipient of Harvard University's Certificate for Distinction in Teaching.

Prior to joining Patton Boggs, Mr. Fleisher's experience in Washington, D.C. included work with a well-known think tank and, more recently, an internship with the House Committee on Government Reform under Representative Henry A. Waxman (D-CA).

PUBLICATIONS, SPEECHES, PRESENTATIONS

- Co-author, "System-Based Practice of Physical Medicine and Rehabilitation." In *DeLisa's Physical Medicine & Rehabilitation Principles and Practice* (pp.485-500), 5th Ed., Volume 1 (2010)
- Fleisher, Jared M. "ERCOT's Jurisdictional Status: A Legal History and Contemporary Appraisal." *Texas Journal of Oil, Gas, and Energy Law* 1, 4-20 (2008).



AMY F. DAVENPORT
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PRACTICE AREAS
Public Policy and Lobbying

EDUCATION
Miami University, B.A., *summa cum laude*, *Phi Beta Kappa*, 2011

AMY F. DAVENPORT

EXPERIENCE

Amy Davenport assists with the research, development and implementation of legislative strategies in a variety of policy areas. She works closely with municipalities, universities, and the private sector, with a focus on federal policies as well as funding opportunities through appropriations and authorization legislation. Much of her work focuses on securing federal funding opportunities to support clients' research and development initiatives, infrastructure projects and other services through competitive and discretionary grants. She joined the firm's Public Policy practice after completing a public policy internship at Patton Boggs during her time as an undergraduate student.

Before joining Patton Boggs, Ms. Davenport served as an intern for former U.S. Senator George Voinovich (R-OH), where she developed an understanding of the legislative process as well as the inner workings and complexities of conducting business on Capitol Hill.

While interning for U.S. Senator Rob Portman (R-OH) at the Portman for Senate Committee, Ms. Davenport gained campaign experience processing campaign contributions and coordinating fundraising events.



EUGENIA EDWARDS
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PRACTICE AREAS

Health Care
Public Policy and Lobbying

EDUCATION

Rhodes College, B.A., *cum laude*, 2001

EUGENIA EDWARDS

EXPERIENCE

Eugenia Edwards represents a range of health care clients to advance their interests by working closely with Congress, the Administration and relevant stakeholders. Ms. Edwards assists clients with development and implementation of legislative and regulatory strategies to ensure that the client's most pertinent health policy objectives are being sufficiently addressed. Ms. Edwards is actively engaged in health policy issues related to hospital systems, providers, consumers and manufacturers including Medicare coverage and reimbursement, Medicaid, the State Children's Health Insurance Program, public health, insurance coverage, delivery system reform, health information technology and implementation of national health care reform.

Through her previous experience and duties at the firm, Ms. Edwards has worked on major health legislation including the Patient Protection and Affordable Care Act of 2010, the Children's Health Insurance Program Reauthorization Act of 2009, the Medicare Improvements for Patients and Providers Act of 2008, Deficit Reduction Act of 2005, the Medicare Prescription Drug Improvement and Modernization Act of 2003, etc. Originally from New Orleans, Ms. Edwards has also been actively engaged in advocacy related to strengthening the health care delivery system in the region in the aftermath of Hurricane Katrina.

HONORS AND AWARDS

→ *Washingtonian* Magazine, "40 Under 40," 2011