



Washington
Navigators

**Proposal for Representation
In Response to Request for Proposals
Federal Relations Lobbying and Consulting Services 2013**

May 9, 2013

INDEX

A. Firm Overview 3

B. Experience 4

C. Team 6

D. Approach 8

E. Schedule 13

F. W/MBE Commitment 16

Exhibits 17

Schedules in PDF attachment

A. Firm Overview

Washington Navigators LLC is a new, boutique government relations firm that is the reconstitution of the Thompson Advisory Group LLC. Thompson Advisory Group clients form the basis of Washington Navigators. Those clients are in the process of transitioning from the Thompson Advisory Group to the new entity. The reason for the change is the addition of Brian Lopina to the team as Principal of Washington Navigators.

Brian came from Patton Boggs LLP, where he worked for fourteen years. He was most pleased to have had the opportunity to represent Wayne State for about six years until he left the firm in mid-December, 2012.

The President of Washington Navigators is Bob Thompson, Chairman of the Thompson Advisory Group. Bob formed the Thompson Advisory Group in 2007. The company has helped a wide variety of government relations clients since that time, including those in areas of importance to Wayne State such as defense, health care, and energy. It has secured over one billion dollars in federal funding for clients. Washington Navigators inherits a substantial network of Congressional, Executive Branch, and industry relationships from the Thompson Advisory Group that can benefit Wayne State.

One other point is worth noting. A boutique firm like Washington Navigators is just as capable as meeting the needs of Wayne State as is a large firm, if not more. In both instances, a core team does the work. As a practical matter, the core team is always small whether the firm is large or small. The economics of a large firm simply can't support a large core team unless there is an exorbitant retainer. The larger the team, the more billable time must be spent on internal coordination rather than on implementing action items for the client. This time must be internally charged against the monthly retainer, making a core team larger than three or so people uneconomical.

By contrast, since a small firm has lower overhead, its hourly rates are lower. This means that more hours can be devoted to serving clients in relation to the monthly retainer.

B. Experience

Brian was privileged to be one of the main two attorneys who lead the day to day Patton Boggs representation of Wayne State for six years. This representation was a collaborative, team approach involving the valuable contribution of others as well. There was a clear division of labor between team members. As such, Brian points to the following contributions he made:

- Developing the strategy for the pursuit federal grants through federal agency outreach. Wayne State was one of the first universities in the country to begin to systematically implement a plan to cultivate agency funding relationships with the support of the home state congressional delegation. While Brian's involvement in this effort ended when he left in mid-December, until that time several milestones were reached with his substantial involvement:
 - Getting buy-in from vice presidents, deans and PIs
 - Getting buy-in from Senator Levin's office
 - Expanding DOD outreach from Engineering to Medicine and Nursing
 - Training PIs in the DOD grant process
 - Providing initial training for PIs in how to cultivate DOD relationships
 - Identifying specific DOD funding needs matched to Wayne State research strengths and priorities
 - Working with the Director of Federal Affairs to implement two rounds of meetings in Washington, DC for vice presidents, deans, and PIs to meet with a variety of DOD funding directorates and offices
 - Identifying over 25 DOD grant announcements of potential interest to WSU
 - Acting as a positive force for change – using “cheerful persistence” to encourage PIs to review grant announcements, propose funding projects and follow up with agency program officers; and praising them when they did so
- Restructuring Wayne State's earmark process. This involved:
 - Demonstrating inclusiveness by including almost all schools and colleges. At the beginning of representation only one college received earmarked funds. Six schools and colleges received earmarks by the time Congress ended its earmarking practice.
 - Diversifying congressional earmark requests - At the beginning of representation only one member of the Michigan delegation secured earmarks for Wayne State. Seven members of the delegation received earmarks by the time Congress ended its earmarking practice.
 - Modernizing the system for internal earmark review and prioritization – This included seeking input from deans on their priorities, matching university priorities to earmark funding streams, training PIs on the earmark process, and ranking priorities in a way that incorporated both university priorities and the likelihood of congressional success.

Brian has secured multi-million congressional and federal grant funding for a variety of university, government, corporate and non-profit clients. He is also attuned to the culture of academia, having represented eight other colleges and universities.

Bob has also assisted a number of universities in his career. He helped secure multimillion dollar federal funding in the field of homeland security technology for a major research university. He is currently helping one of the nation's premiere university cybersecurity institutes develop a partnership with a major international cybersecurity vendor.

C. Team

Brian Lopina has been helping clients achieve their goals before Congress and Executive Branch agencies for many years. He has specialized expertise in a number of issue areas, including: federal funding, impacting federal agency decision making through Congress, defense, federal marketing, cybersecurity, nanotechnology, and health care. He utilizes many strategies and tactics to achieve client success including, direct lobbying, coalition building, grassroots and grasstops development and activation, and overturning misguided agency decisions through congressional oversight.

Many university, corporate, government, and non-profit clients have achieved their goals through the strategic plans that Brian has created and implemented. Clients have secured multi-million dollar awards through competitive and non-competitive grants, and through congressional appropriations. Congressional oversight efforts have resulted in the reversal of agency decisions by OSHA, FDA, and the Customs Bureau. He reversed an agency decision that would have taken a large corporate client's product off the market as a result of the personal intervention of the cabinet secretary and 25 members of Congress.

Brian launched his career in Washington over 30 years ago. He has worked for three Members of Congress including service as Chief of Staff and Legislative Director to the Hon. Ernest Istook (R-OK), who later became a House Appropriations subcommittee chairman. He served as a presidential appointee during the Reagan Administration at three agencies. He was Director of Interagency Affairs at the Department of Education, was responsible for all public building issues within the General Services Administration Office of Congressional Affairs, and was a grant manager at the Department of Transportation. He was also the director of government relations for two of the most prominent grassroots citizens groups in the country. The National Journal has called him "one of the best connected lobbyists around."

Brian received a B.A. in Psychology from the University of Notre Dame and a J.D. from the DePaul University College of Law.

Brian would serve as team leader and would be the principal point of contact for Wayne State. He would be responsible for:

- Strategic development and implementation
- Federal funding
- Liaison to federal agencies
- Coordination with the Michigan delegation
- Coordination with the Wayne State government relations team, vice presidents, deans, and PIs.
- PI training

Bob Thompson is the President of Washington Navigators. He advises and assists clients on a wide range of public policy issues, lobbying campaigns, and international business ventures. He brings a long history of experience in defense, homeland security, intelligence, health care, energy, infrastructure, and information technology issues.

Bob has earned the trust and respect of many members of Congress on a bipartisan, bi-cameral basis. Of interest to Wayne State, this includes senior members of the Senate and House Armed Services Committee, Senate and House Appropriations Committees, Senate and House Leadership, and the Oklahoma congressional delegation.

Also of interest to Wayne State, Bob excels in finding corporate partners for clients. With a broad network of senior executive contacts across the federal and state governments and global industry, Bob is known for his ability to quickly and effectively link clients with relevant legislative, political, executive branch, and corporate leaders to accomplish client objectives.

Prior to starting the Thompson Advisory Group, Bob served as Chairman of Jefferson Consulting Group (JCG). He helped grow JCG is a full service, Washington, D.C.-based consulting firm representing companies and government organizations around the world. While at JCG, Bob expanded their defense, homeland security, and intelligence business. He also played a significant role in the formation and execution of policy and programs that balanced the need for security with privacy and civil liberties. Before his role at JCG, Bob founded and ran a lobbying firm in Washington. During his fourteen years as President and Chairman of Thompson & Company, he managed a successful legislative and political consulting practice. He represented health care, trade, international business, international government, banking, and tax interests.

Prior to Thompson & Company, Bob served as Special Assistant to the President and Deputy Director of Legislative Affairs in the White House under President Reagan. He held this position 1983 and was the driving force behind key legislation during the Presidents first term. Bob originally came to Washington in December 1980 after the November Reagan-Bush victory. He traveled with Candidate George Bush during the primary and then became Vice President George Bush's first Executive Assistant for Congressional Relations before moving to his White House role for President Reagan.

Bob would focus on:

- Building congressional allies for Wayne State outside of the Michigan delegation
- Developing corporate partners for the university

Nick Clemente serves as Government Relations Coordinator. He brings exceptional drive and enthusiasm to the team and is a natural networker. Nick is a former lobbyist and grassroots organizer for transportation and uranium interests in Virginia. He also served as a legislative assistant to a member of the Virginia House of Delegates and was an economic development advisor and analyst for a commercial real estate company. Nick received the first Masters in Social Entrepreneurship ever awarded at George Mason University, and a B.A. in Communications from Wittenberg University. He is Founder and President of Blazing Trails, a non-profit that encourages teenagers to get involved in the political process regardless of their party affiliation.

Nick would be the go-to team member responsible for:

- Implementation and follow through
- Identification of federal agency grants, contracts, and fellowship opportunities
- Monitoring legislative developments
- Assist the University in the pre-submission review of grant and contract proposals as well as applications
- Assist in drafting testimony
- Assist in disseminating information to alumni and friends of the University
- Assist in devising a communications strategy
- Provide reports describing activities, progress and accomplishments

D. Approach

In some respects the approach we propose to take is similar to the one Brian took for the University in his previous representation. In some respects the approach is different.

The scope of work in the RFP asks the firm that is selected to perform a number of tasks. The highest value a firm can add, in our opinion, is helping the University to secure federal funding, especially federal grants. This would be our top priority.

Securing Agency Funding

The premises behind the agency outreach that Brian began for Wayne State are still valid:

- Earmarks are gone. The largest source of federal funding is competitive agency grants.
- Wayne State was been successful in securing NIH and NSF funding. The University has reached critical mass – its reputation, track record, and network of relationships with program managers who have previously funded grants enables it to compete for new grants more effectively than at other agencies. Success is breeding success.
- Wayne State can get to this level at other agencies if it can break through by competing for more awards, securing more awards, and then implementing a plan to capitalize on that momentum and growing reputation.
- The key to this is to get ahead of the curve by cultivating program managers at targeted agencies and subagencies. This would enable the university to identify agency funding priorities well in advance of grant announcements, to pre-position itself by showcasing its research strengths, and to write better proposals because they would be informed by feedback from program managers.
- The largest source of untapped agency grants is DOD.
- DOD is more open to cultivation because its program managers are more open to interaction with PIs.
- The Michigan delegation can help in agency outreach.

The steps that were taken before should be repeated:

- Match university research strengths with agency needs.
- Schedule agency meetings with PIs, deans, and the Vice President for Research.
- Involve the congressional delegation.

Beyond this, the execution becomes more difficult. It takes time. Follow up becomes a challenge.

Execution also requires a cultural adaptation that is atypical in academia, replacing the typical reactive approach to federal grants with a proactive approach. The barrier to change is understandable. PIs are hired for their superlative research skills, not for their networking and relationship building skills. That is the value that lobbyists bring.

As such, Washington Navigators proposes to build on the agency outreach foundation that began in previous representation. This time, we propose adding a more labor intensive, rifle shot approach to overcome the cultural barrier, one that combines the research expertise of the PI with the relationship building skill of Washington Navigators and Wayne State's able Director of Federal Affairs.

We propose to work with deans to identify ten or so PIs who are best suited for success according to these standards:

- the superiority of their research,
- identified agency need for research in their areas,
- interpersonal skills, and
- drive.

The University is fortunate to have a cadre of PIs who fit this mold. Brian worked with several of them who came to Washington for DOD visits.

In conjunction with Wayne State's Director of Federal Affairs, we propose to work with these PIs one-on-one to:

- identify grant opportunities with them;
- train, mentor, coach, and encourage them on agency outreach; and
- accompany them on agency meetings and participate with them on agency conference calls.

Progress and action items would be reviewed with them on through individual, bi-weekly phone calls.

The investment of time is worth it. These PIs would form the nucleus of eventual cultural change. They would create the tipping point to encourage second and subsequent cadres of PIs to learn agency cultivation techniques and achieve what they have achieved.

In addition to this new, more robust approach, we propose expanding agency outreach beyond DOD. The coming retirement of Sen. Levin is an unfortunate loss for the University and the state. Diversifying agency outreach will be a necessity. We do not presume to list additional agencies and research areas here. That would be the subject of interactions with deans and the Vice President for Research.

Plus-ups

The second largest source of untapped funding is what is known as the congressional "plus-up." This is a strategy that Wayne State has not utilized in the past. A plus-up is an increase in congressional funding for a line item, say TBI research. It differs from an earmark in that no recipient for the funding is named. Instead, funding for the overall account is increased. This means that other institutions could benefit from the funding besides Wayne State.

However, there would be a very strong likelihood that Wayne State would receive funding if two steps are taken. First, there has to be a public policy justification for the increase. The starting point for congressional decisions on funding levels is the President's Budget. Congress then increases or decreases funding levels based on its own policy priorities. Second, an internal agency advocate has to be found. Agencies are bound to support the amounts included in the President's Budget. However, if the Appropriations Committee in its wisdom is contemplating an increase in a particular account, it will want to know the responsible agency official's opinion. If the official validates the importance of Wayne State's research, the University stands to benefit from the congressionally directed windfall.

Given the current sequestration, the outlook for future spending cuts, and the vulnerability of spending accounts that Wayne State relies upon, implementing a plus-up strategy should be a priority.

Brian and Wayne State's Director of Federal Affairs have deep experience in congressional appropriations and would be a strong team to implement a plus-up strategy.

Develop Congressional Allies Outside of the Michigan Delegation

The retirement of Sen. Levin points to the need to develop congressional allies outside of the Michigan delegation for plus-ups and for other purposes. Defense research funding in particular will always be important for the University. Based on its relationships, Washington Navigators is well positioned to develop new champions for the University on the Senate Armed Services Committee, appropriations committees, and elsewhere. This would also be a priority for us.

Building on Strengths – Wayne State's Building Blocks

Wayne State and the School of Medicine are to be richly congratulated for securing another ten year contract for the PRB. It is the University's largest building block. We propose to work with the School of Medicine and others to develop a plan to grow the University's impact and funding based on this strength. Again, we do not presume state that plan here. Instead, we make several observations.

The year 2012 was devoted to preparing and positioning a winning bid. There was little time to strategize how ten more years of PRB research could lead to other achievements. Now is the time. As was learned from HHS and other meetings in 2012, the PRB has not been integrated into Executive Branch pre-natal programs. There is room for growth there.

There was also a lack of awareness of the PRB among policy makers generally. One of the tasks in the RFP is to assist in devising a communications strategy to complement the University's federal lobbying efforts. The PRB is a prime candidate. We propose to integrate communications with government relations by convincing Congress to talk about the PRB and Wayne State's research through the bully pulpits of congressional hearings, floor statements, and floor debate.

Opportunities for further research funding that is different than, but that builds on PRB research should also be thoroughly explored. This could, for example, involve NIH, NSF, DOD, and other agencies.

We would work with the University to identify other building blocks. Nanotechnology could be one of them. The University recently announced its initiative to increase and diversify microtechnology research at the Nano Fabrication Core Facility. The strategy is sound – build on Wayne State's experience in the automotive industry to find new applications in other industries. In this case, the initiative could attract DOD funding (nano drug delivery research is a priority), as well as partnerships with the emerging nanomedicine industry.

Developing Corporate Partners

Bob Thompson can be very helpful in identifying and cultivating corporate partners for Wayne State including and beyond those headquartered in Michigan. The University's defense experience is an obvious magnet. The Thompson Advisory Group represents Lockheed Martin. Bob has significant CEO/VP relationships with many other major company in the defense industry

and other industries. Moreover, Bob is skilled in capture – not just surfacing potential partnerships, but securing them. The corporate mindset is different than the academic mindset. Bob's knowledge of corporate decision making can help Wayne State maximize its potential. Similar to the grant exercise, we would work with deans to identify strengths and match them to a target list of corporate partners.

Integrating Government Relations with the New President's Priorities/Promoting the University

President Gilmour has been a great asset to the University. He will be missed. We are encouraged by the news that the search for a new president is now in its final stages. The government relations plan in this RFP response is, of course, subject to the new president's policy and federal priorities. We would work with the Wayne State government relations team to implement his or her priorities, and those of the Board of Governors, into all of our activities. In addition, we would welcome the personal involvement of the president and the governors as much as is possible.

We are excited about the task to promote the University and its President on the national stage. Specific targets of opportunity would be matched to the new president's background, and as such, be developed after he or she is selected. We would identify appropriate federal boards and commissions for the president's consideration, and would work with the Wayne State government relations team to secure presidential appointments if the president is so interested. To our knowledge, a Wayne State president has never testified before a congressional committee. We would like to establish a new precedent. A myriad of other speaking engagements at think tanks, trade association conventions, and agency events are possible.

The president is not the only one who can be promoted on the national stage. Similar opportunities exist to showcase deans and some PIs. Securing appointments on boards and commissions for them would be a priority. Special attention would be given to those involved with the PRB, filling a gap in coordination with federal prenatal activities. In effort would also be made to combine agency outreach trips to Washington with speaking engagements.

We would fully integrate these activities with Wayne State communications efforts to maximize exposure. For example, interviews with trade press during Washington visits would be very productive.

Additional Priorities

Monitoring and encouraging the passage of legislation on matters that are consistent with the University's strategic vision

We would work with the Wayne State government relations team to develop a specific legislative agenda. We recommend that Wayne State develop a unified legislative agenda with the URC and higher education associations as much as is practicable.

Three bills stand out:

- The Higher Education Act – It is reauthorized every five years or so. Congress is expected to reauthorize the Higher Education Act in this Congress. The House Education and the Workforce sent a bi-partisan letter to education stakeholders last month seeking input (<http://edworkforce.house.gov/uploadedfiles/04-25-2013.pdf>). We encourage the University to submit a response. In addition, in all likelihood there will still

be opportunity for input once representation under the new contract begins in October. We would work with the Wayne State government relations team at whatever stage it is at in October.

Michigan's representative on the Education and The Workforce Committee is Rep. Tim Walberg. He serves on the Higher Education and Workforce Training Subcommittee. Our own relationships on this committee and its Senate counterpart can be very helpful in impacting this bill.

- Appropriations – This is where plus-ups are added. Also, budget cuts are a constant threat. Pell grants and many other programs are at risk.
- Defense Authorization – Language inserted into this annual bill can have just as powerful an impact as appropriations bills. The initial one year term of the government relations contract will cover Sen. Levin's last year as chairman of the Senate committee.

Assisting the University in disseminating critical information to alumni and friends on University activities at the federal government level and use that base to mobilize support for various projects

We were encouraged to see this item included in the scope of work because it points to untapped potential. The Wayne State president's annual evening reception in Washington, DC has been very well received by alumni and friends. We propose to capture the good will generated in that moment by following up with a core group of alumni and friends who work in public policy in and out of government. We would work with the Wayne State government relations team and the Alumni Association to identify and mobilize friends and alumni, such as Maggie McNamara, who serves on the professional staff of the Senate Armed Services Committee and is a graduate of the School of Medicine.

Providing detailed monthly and year-end reports describing the activities, progress and accomplishments of the firm.

Washington Navigators will work with the Wayne State government relations team to develop a format that suits its purposes and will prepare and submit these reports.

E. Schedule

October

- Refine the plan proposed in this RFP response with the Wayne State government relations team.
- Develop an agenda for campus visit with government relations team.
- Meet on campus for two days with Wayne State government relations team, president, vice presidents, deans, and possibly PIs, and with the Board if desired by the Board.
- In these meetings, develop an initial target list of presidential priorities, Board priorities, building blocks, research priorities, key federal agencies and subagencies, legislation, plus-ups, corporate partners, and communications priorities.
- Meet with key members of the Michigan delegation in conjunction with the Director of Federal Affairs to introduce Washington Navigators to them as the University's government relations firm.
- Work with the government relations team to schedule the President for a one to two day trip to Washington, DC in February.
- Work with the government relations team to schedule a two day trip by the Vice President of Government and Community Affairs, the Vice President for Research, deans and PIs to Washington, DC for agency meetings in February.
- Work with the government relations team and the Alumni Association to identify key alumni and friends in the Washington public policy community.
- Develop an Excel spreadsheet to track action items and progress.
- Institutionalize regular, weekly conference calls with the government relations team to review the spread sheet (ongoing throughout the first year).
- Begin monthly reports (ongoing throughout the first year).

November

- Perform follow up research to refine the target lists.
- Finalize the agency and subagency target list.
- Take "soft soundings" of potential corporate partners to gauge their interest.
- Present recommendations of final targets to the government relations team.
- Work with the government relations team and deans to select PIs for agency outreach.

December

- Finalize all other targets.
- Identify grant opportunities matched to PIs and research priorities. Coordinate this with the Director of Federal Affairs, the Office of the Vice President for Research, and individual PIs (ongoing throughout the first year).
- Develop and implement individual plans for each building block in coordination with the government relations team, deans, the Vice President for Economic Development, the communications team, agencies, and the congressional delegation.
- Work with the Vice President for Economic Development and deans to cultivate corporate partnerships (ongoing throughout the first year).
- Work with the Director of Federal Affairs and the congressional delegation to schedule agency trips.

- Work with the Director of Federal Affairs to train the PIs on agency outreach techniques. Utilize video conference calls with individual PIs to accomplish this.

January

- Work with the Director of Federal Affairs to present the tentative plus-up and legislative agendas to congressional delegation staff. Seek input and buy-in.
- Work with the Director of Federal Affairs to seek agency support for plus-ups if the Appropriations Committees decide to increase selected accounts.
- Refine the legislative agenda as needed.
- Work with the Director of Federal Affairs and PIs to develop white papers for agency meetings.
- Work with the Director of Federal Affairs and PIs to develop position papers for plus-us and legislative priorities.

February

- Prepare for and participate in meetings for the presidential visit with:
 - The congressional delegation, to present the legislative and plus-up agenda
 - The Michigan Business Breakfast
 - Alumni and friends
 - Possibly selected agencies (The presidential visit and the agency outreach visits scheduled for this month could overlap, allowing the president to lead some agency meetings if appropriate.)
 - Possibly selected potential business partners
- Prepare for and participate in agency meetings with the government relations team, the Vice President for Research, deans, and PIs. End the trip with a wrap up session to identify follow up action items.
- Participate in a follow up phone call with the government relations team, the Vice President for Research, and deans to further discuss follow up actions items and implementation. Schedule a second trip to Washington for late April, before Commencement and final exams interfere.
- Work with the Director of Federal Affairs to identify congressional testimony opportunities.
- Work with the Director of Federal Affairs to identify speaking opportunities outside of Congress.
- Work with the Director of Federal Affairs to identify boards and commissions for potential presidential appointments.

March

- Work with PIs one-on-one to begin agency follow up. Develop individual plans for each of them, with an Excel spreadsheet of action items and time tables.
- Initiate regular bi-weekly one-on-one conference calls with PIs (ongoing throughout the first year).
- Work with the Director of Federal Affairs to follow up with agencies, the congressional delegations, and key committees on the legislative and plus-up agenda. (ongoing throughout the first year).
- Work with the Director of Federal Affairs, the congressional delegation, and key committees to secure congressional testimony opportunities, speaking engagements, and board/commission appointments (ongoing throughout the first year).

- Work with the Director of Federal Affairs and the Alumni Association to mobilize alumni and friends (ongoing throughout the first year).
- Perform a six month review with the government relations team. Take fresh look at where we are and where we are going. Refine the plan as necessary.

April

- Prepare for and participate in a second round of agency meetings with the government relations team, the Vice President for Research, deans, and PIs. This could include the initial cohort of PIs and/or a second cohort. End the trip with a wrap up session to identify follow up action items.
- Participate in a follow up phone call with the government relations team, the Vice President for Research, and deans to further discuss follow up actions items and implementation. Determine when the third round of agency meetings should take place and schedule it.

May - September

- Continue all ongoing activities.
- By this point, each PI in the initial cohorts will begin to implement his or her schedule of return trips to Washington independent of group trips. Prepare for and participate in those meetings.
- Work with deans to identify and develop additional PIs for inclusion in the agency outreach program.
- A second trip to campus is envisioned, to further coordinate with university officials.

September

- Prepare the annual report

F. W/MBE Commitment

M/WBE firms are not involved in this proposal. Washington Navigators would welcome teaming opportunities as they arise.

Exhibit 1 - Restricted Services

Two items of the RFP were deleted in the original RFP sent to Washington Navigators and in the revised RFP subsequently sent to the firm. They are cut and pasted here:

B. Calendar of Events

<u>Activity</u>	<u>Responsibility</u>	<u>Date</u>
Formal Release of RFP	Purchasing (PD)	April 16, 2013
Mandatory Pre-Proposal Meeting (<i>deleted</i>)		April 24, 2013- 3:00 p.m.

Z. Prevailing Wage Rates (4-25-2010)

(Deleted)

We took the common use of the word "deleted" to mean that these items were no longer operative, that at one point there was a plan to have a mandatory pre-proposal meeting, but that this plan had changed and this item was now deleted, that there would be no mandatory pre-proposal meeting because this item was specifically deleted on the calendar. This was reinforced when we received a second, revised RFP that also showed this item as deleted. We understand that a pre-proposal meeting/conference call may have been held on April 24. We did not participate in it because our read of the RFP was that there would be no meeting/conference call. For the same reason, we did not submit the form for attendance at the meeting/call, because there would be no need to send in a form for a meeting/call that had been deleted.

We including this explanation on this form in case the University deems non-attendance as a deviation from requirements indicated.

In any event, we note that item I.C. in the Introduction states that the University: "reserves the right to waive any defect or informality in the Proposals on the basis of what it considers to be in its best interests."

Exhibit 2 – Vendor Profile

Washington Navigators LLC is a new, boutique government relations firm that is the reconstitution of the Thompson Advisory Group LLC. Thompson Advisory Group clients form the basis of Washington Navigators. Those clients are in the process of transitioning from the Thompson Advisory Group to the new entity. The reason for the change is the addition of Brian Lopina to the team as Principal of Washington Navigators. Washington Navigators has four employees and two consultants who work for the firm for a majority of their time.

Brian came from Patton Boggs LLP, where he worked for fourteen years. He was most pleased to have had the opportunity to represent Wayne State for about six years until he left the firm in mid-December, 2012.

The President of Washington Navigators is Bob Thompson, Chairman of the Thompson Advisory Group. Bob formed the Thompson Advisory Group in 2007. The company has helped a wide variety of government relations clients since that time, including those in areas of importance to Wayne State such as defense, health care, and energy. It has secured over one billion dollars in federal funding for clients. Washington Navigators inherits a substantial network of Congressional, Executive Branch, and industry relationships from the Thompson Advisory Group that can benefit Wayne State.

Nick Clemente serves as Government Relations Coordinator. His background is listed on page 17 under Team. Adriaan Verheul, a consultant, is the other professional associated with the firm. He is not part of the Wayne State core team but is available to assist as needed. He is a former high ranking career UN official who specializes in international affairs.

One other point is worth noting. A boutique firm like Washington Navigators is just as capable as meeting the needs of Wayne State as is a large firm, if not more. In both instances, a core team does the work. As a practical matter, the core team is always small whether the firm is large or small. The economics of a large firm simply can't support a large core team unless there is an exorbitant retainer. The larger the team, the more billable time must be spent on internal coordination rather than on implementing action items for the client. This time must be internally charged against the monthly retainer, making a core team larger than three or so people uneconomical. By contrast, since a small firm has lower overhead, its hourly rates are lower. This means that more hours can be devoted to serving clients in relation to the monthly retainer.

Exhibit 3 – Service Plan

Washington Navigators proposes to service Wayne State with a three person team.

Brian Lopina would serve as team leader and would be the principal point of contact for Wayne State. He would be responsible for:

- Strategic development and implementation
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- Liaison to federal agencies
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- Coordination with the Wayne State government relations team, vice presidents, deans, and PIs.
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- Assisting the University in the pre-submission review of grant and contract proposals as well as applications
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- Assisting in devising a communications strategy
- Providing reports describing activities, progress and accomplishments

Exhibit 4 - Sample of Standard Activity Reports

Washington Navigators Monthly Activity Report to Wayne State University (month and year)

<u>Activity</u>	<u>Responsibility</u>	<u>Status</u>	<u>Next Step</u>	<u>Due Date</u>
Outreach to Lockheed Martin	Bob	Conference call scheduled with Sr. VP and Dean Fotouhi	Develop briefing packet for Dean	(date)
Develop PI Grant Training Program	Brian	Outline submitted to Patrick and James for review	Work with them to revise and finalize	(date)



**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: Washington Navigators LLC

Address: 3305 Bywater Ct.

Oak Hill, VA

Telephone: (202) 460-2564

ATTN: Brian Lopina

Tax Payer ID: 337487473

Submitted by: Brian Lopina

Signature

A handwritten signature in blue ink that reads "Brian Lopina".

Typed Name Brian Lopina

Principal (Title) May 9, 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).

Schedule B - INSURANCE REQUIREMENTS *(Revised 3-12-2012)*

Washington Navigators LLC, at its sole expense, shall cause to be issued and maintained in full effect for the term of this agreement, insurance as set forth hereunder:

General Requirements

<u>Type of Insurance</u>		<u>Minimum Requirement</u>
1. Comprehensive General Liability	Bodily Injury	\$ 500,000 each person \$1,000,000 aggregate
	Property Damage	\$ 500,000 each occurrence \$1,000,000 aggregate or \$2,000,000 Combined Single Limit (CSL)
2. Comprehensive Automobile Liability (including hired and non-owned vehicles)	Bodily Injury	\$ 500,000 each person \$1,000,000 each accident
	Property Damage	\$ 500,000 each accident or \$2,000,000 Combined Single Limit (CSL)
3. Workers' Compensation (Employers' Liability)	Statutory-Michigan	\$ 100,000

Maximum Acceptable Deductibles

<u>Type of Insurance</u>	<u>Deductible</u>
Comprehensive General Liability	\$5,000
Comprehensive Automobile Liability	0
Workers' Compensation	0

Coverage

1. All liability policies must be written on an occurrence form of coverage.
2. Comprehensive general liability includes, but is not limited to: consumption or use of products, existence of equipment or machines on location, and contractual obligations to customers.
3. The Board of Governors, Wayne State University, shall be named as an additional insured, but only with respect to accidents arising out of the performance of said contract.

Certificates of Insurance

1. Certificates of Insurance naming Wayne State University / Office of Risk Management as the certificate holder and stating the minimum required coverage must be forwarded to the Office of Risk Management to be verified and authenticated with the agent and/or insurance company.
2. Certificates shall contain a statement from the insurer that, for this contract, the care, custody or control exclusion is waived.
3. Certificates shall be issued on a ACORD form or one containing the equivalent wording, and require giving WSU a thirty (30) day written notice of cancellation or material change prior to the normal expiration of coverage.
4. Insurance must be issued by a bond/insurance company with an "A rating as denoted in the AM Best Key Rating Guide"
5. Revised certificates must be forwarded to the Office of Risk Management thirty (30) days prior to the expiration of any insurance coverage listed on the original certificate, as follows:

Wayne State University
 Office of Risk Management
 5700 Cass Avenue, Suite 4622 AAB
 Detroit, MI 48202

**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 @
Strategic development and implementation; federal funding; liaison to federal agencies; coordination with the Michigan delegation; coordination with the Wayne State government relations team, vice presidents, deans, and PIs; PI training	Brian Lopina	\$350 per hour (25 hours a month)
Building congressional, developing corporate partners	Bob Thompson	\$400 per hour (10 hours a month)
Identification of federal agency grants, contracts, and fellowship opportunities; monitoring legislative developments; assist the University in the pre-submission review of grant and contract proposals as well as applications; assist in drafting testimony; assist in disseminating information to alumni and friends of the University; assist in devising a communications strategy; provide reports describing activities, progress and accomplishments	Nick Clemente	\$100 per hour (17.5 hours a month) 14,500
Total monthly retainer		\$14,500 per month
Reimbursable Expenses (if any)	2 trips for two people to Detroit, miscellaneous cab fare and meals	\$ 1,000 (approx.)

Grand Total The fee covers all services outlined in this RFP and the contract forms.		\$ 175,000
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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 %
	5 %		5 %

Company Name: Washington Navigators LLC

Submitted by: Brian Lopina

Signature



Typed Name

Brian Lopina

Principal

May 9, 2013

(Title)

(Date)

Phone

(202) 460-2564

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?	_____	See Exhibit 1
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	4 + 2	
	consultants	
Total years in business with this company name	Under 1	
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	_____
11. Are there any conflicts of interest in doing business with the University?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
12. Did your company provide a "Restricted Services" exhibit, EXHIBIT 1?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
13. Did your company provide a list of lost accounts in excess of \$25,000?	No	None
14. Did your company quote services at prevailing wage rates where applicable and clearly indicate such in your proposal?	NA	_____

