

SUBMITTAL FOR PROPOSED SERVICES

RESPONSE to Bid #455-11519

**Federal Lobbyist Services
for the**

City of Fort Lauderdale

**By Parkway Strategies
Tallahassee, Florida**

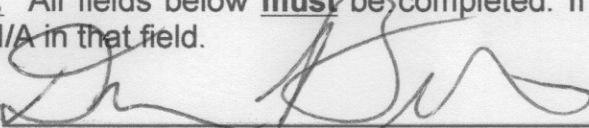
Tab 1

BID/PROPOSAL SIGNATURE PAGE

How to submit bids/proposals: Proposals must be submitted by hard copy only. It will be the sole responsibility of the Bidder to ensure that the bid reaches the City of Fort Lauderdale, City Hall, Procurement Services Division, Suite 619, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301, prior to the bid opening date and time listed. Bids/proposals submitted by fax or email will NOT be accepted.

The below signed hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the CITY and such acceptance covers all terms, conditions, and specifications of this bid/proposal.

Please Note: All fields below **must** be completed. If the field does not apply to you, please note N/A in that field.

Submitted by:  Jan 5, 2015
(signature) (date)

Name (printed) Derron Bennett
Title: Owner/CEO

Company: (LegalRegistration) Parkway Strategies Inc.

CONTRACTOR, IF FOREIGN CORPORATION, MAY BE REQUIRED TO OBTAIN A CERTIFICATE OF AUTHORITY FROM THE DEPARTMENT OF STATE, IN ACCORDANCE WITH FLORIDA STATUTE §607.1501 (visit <http://www.dos.state.fl.us/>).

Address: Post Office Box 743

City Tallahassee
State: FL Zip 32302

Telephone No. (202)957-4380 FAX No. _____ Email: Derron@parkwaystrategies.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): _____

Payment Terms (section 1.04): _____ Total Bid Discount (section 1.05): _____

Does your firm qualify for MBE or WBE status (section 1.09): MBE X WBE _____

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Addendum No.

Date Issued

P-CARDS: Will your firm accept the City's Credit Card (VISA / MasterCard) as payment for goods/services?

VISA YES _____ NO X MasterCard YES _____ NO X

VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Proposer will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation. PLEASE STATE ANY VARIANCES OR EXCEPTIONS BELOW. If this section does not apply to your bid, simply mark N/A in the section below.

Variances:

revised 06/11/14

PART VI - PROPOSAL PAGES – COST PROPOSAL

Cost to the City: Contractor must quote firm, fixed, annual fee, billed monthly, for all services identified in this request for proposal. This firm fixed annual fee includes any costs for travel to the City. No other costs will be accepted. This firm fixed annual rate will be the same for the initial contract period. The fixed annual rate should not include cost associated with providing the additional services indicated within this RFP.

Contractor shall not be reimbursed or otherwise paid for internal word processing, data processing or other services (i.e. local telephone services, copies, mail, or postage services) that would reasonably be deemed the Contractor' overhead expense. Contractor will be reimbursed on a monthly basis at a firm fixed annual fee plus charges per additional service provided during the month, inclusive of all expenses.

Failure to use the City's COST PROPOSAL Page and provide costs as requested in this RFP, may deem your proposal non-responsive.

PLEASE FILL-IN THE TOTAL ANNUAL FIRM FIXED FEE BELOW FOR THE (INITIAL CONTRACT PERIOD – (2) YEARS)

1. TOTAL ANNUAL FIRM FIXED FEE \$ 40,000 /ANNUALLY x 2 yrs. =\$ 80,000

PLEASE FILL-IN THE AMOUNT PER ADDITIONAL SERVICE PROVIDED BELOW FOR THE (INITIAL CONTRACT PERIOD – (2) YEARS)

2. TOTAL FEE PER GRANT REVIEWED \$ 2,485 /GRANT x 4* GRANTS =\$ 9,940

3. TOTAL FEE PER GRANT WRITTEN \$ 7,485 /GRANT x 4* GRANTS =\$ 29,940

TOTAL TWO YEAR COST TO THE CITY...(ITEMS 1+2+3).....\$ 119,880

If a Contractor wishes to provide a proposal as a joint venture, Contractor shall provide on this Cost Proposal page a breakdown of their portion of the annual fee and the portion of each joint venture Contractor being submitted. i.e. (ABC Company \$25,000 annual fee and DEF Company \$25,000 annual fee) x 2 yrs. = \$100,000. The total cost of the joint venture, is what will be considered in scoring for the cost criteria. If you do not provide the amount to be paid to each proposer, you may be deemed non-responsive. THE JOINT PROPOSERS MUST ALSO, EACH PROVIDE A BID SIGNATURE PAGE, EXECUTED BY AN OFFICER OF THE COMPANY.

*Estimated number of grants

Tab 3

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

<u>NAME</u>	<u>RELATIONSHIPS</u>
<u>N/A</u>	

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

Tab 4

Legal Name:
Parkway Strategies Inc.

Address:
PO Box 743 Tallahassee, FL 32302

Telephone number:
(850)590-8000 or (202)957-4380

Fax number:
(850)926-4278

Email:
Sue@ParkwayStrategies.com or Derron@ParkwayStrategies.com

Webpage address:
www.ParkwayStrategies.com

Legal Entity:
Parkway Strategies Inc. is a corporation

Legal Entity in the State of Florida:
Parkway Strategies Inc. is a corporation registered with the State of Florida

Hours of Operations:
On Call 24 hours a day/365 days a year

Years in Business:
We have been providing lobbying services and governmental advocacy for the past 20 years, our combined efforts are now in year two.

State whether the firm is local, regional, or national:
We are a business based in Florida, which provides both Florida Lobbying Services and Federal Lobbying Services. We would consider ourselves local on this contract (proximity to the municipality), with a national reach.

Address to Headquarters:
Parkway Strategies, Headquarters
221 West Park Avenue
Unit 743
Tallahassee, FL 32301
(850)590-8000

Tab 5
Parkway Strategies
Post Office Box 743
Tallahassee, Florida 32303

January 5, 2015

Kirk W. Buffington, Director
Finance Department/Procurement Services Division
City of Fort Lauderdale
100 North Andrews Avenue, Room 619
Fort Lauderdale, FL 33301-1016

RE: Letter of Interest for Bid #455-11519 - Federal Lobbyist Services

Dear Mr. Buffington,

It is with great pleasure that Parkway Strategies, Inc. submits the following proposal to represent the City of Fort Lauderdale on matters of government and legislative affairs before the U.S. Congress, Office of the President and federal agencies.

In this proposal, you will find a summary of our qualifications, experience, past performance, accomplishments and quotation of our fee for this project. We are a small but highly effective team of lobby professionals who have years of experience working on behalf of local governments, and deep ties to Fort Lauderdale and Broward County, including a close connection with State Senator Chris Smith.

We have friendly and productive relationships with both Republicans and Democrats in Florida's Congressional delegation, other lawmakers and the Office of the President, and have in fact worked in bipartisan spirit to accomplish many things for Florida.

We would be honored to represent the City of Fort Lauderdale in Washington, D.C., and welcome the chance to meet with you and provide you with any additional information that can help you understand and appreciate our abilities and profound work ethic.

Thank you in advance for your consideration,

Derron Bennett

Statement of Proposed Services

(a) Assessment of capability and approach to perform the scope of service:

Parkway Strategies is a boutique Tallahassee-based firm that specializes in providing lobbying services in the areas of water, protection and management of natural and marine resources, tourism, real estate and finance. The firm was formed in January, 2014 by primary lobbyist Derron Bennett to combine the expertise and experience of a seasoned policy advocate with the fresh ideas and technological wizardry of young professional. The firm's two principals include Mr. Bennett and Sue Mullins, who is a 20-year veteran of environmental, real estate, industry, utility and local government advocacy.

We have many years of collective experience working with the federal, state, local and regional governments that are essential to assisting the City of Fort Lauderdale with the City's priorities before the United States Congress and Executive branch agencies. Our team is well-known and well-respected in the Capitol, and our legislative, agency and appropriations experience will no doubt benefit the diverse needs of the City.

Parkway Strategies possesses a strong working knowledge of all legislative, administrative and regulatory processes as they relate to a variety of local government issues and appropriations, as well as a clear understanding of the large urban and economic drivers of the City of Fort Lauderdale. Mr. Bennett has very close ties to lawmakers from both parties in South Florida, and worked in the Florida Senate as an analyst on issues specific to Local and General Government Appropriations.

Ms. Mullins drafted bills and lobbied Majority and Minority party legislators for sponsorship, passage and funding major state programs, and has close ties to Florida's congressional delegation and rural lawmakers from other states.. She has also worked for the Senate Democratic Office as lead analyst for the environment, General

Government Appropriations, and Indian River Lagoon and Lake Okeechobee Basin issues. Her prior work as Government Relations Manager at The Nature Conservancy allowed Ms. Mullins to work in numerous local governments, including City of Fort Lauderdale, as a consultant to help create ordinances and campaigns to win voter approval for dedicated land conservation funding, invasive plant eradication and downtown redevelopment programs. Ms. Mullins' conservation work alone in Florida's cities and counties have created \$1.2 billion in local funds for environmental and agricultural land and water conservation.

While the firm is a new entity for the purposes of the umbrella organization known as Parkway Strategies, the team has worked together for years and has a winning record on issues, campaigns and legislation by bringing together not just a commitment to local government issues, but a strong work ethic and solid relationships with lawmakers and staff throughout Congress, state and federal agencies and local governments.

(b) Staff qualifications:

Parkway Strategies has a profound familiarity with and understanding of issues important to local government entities, especially those relating to appropriations, local project requests, City budgets and revenue sources. Having both worked on behalf of all of South Florida's water projects, the Indian River Lagoon, Everglades and Lake Okeechobee restoration efforts in our capacity as Senate Analysts and environmental/agricultural lobbyists, we have worked from the appropriators' standpoint and understand the tradeoffs and balancing that takes place.

We each possess a Master's level education in fields relevant to natural resources and public policy, and have lobbying experience spanning 20 years. One of the firm's principals, Sue Mullins, drafted the legislation governing the state's Florida Forever program, created the Rural and Family Lands Protection Program, and worked closely with Florida's congressional delegation on the 2012 RESTORE Act. Ms. Mullins also

worked on contract with 14 Florida counties, including City of Fort Lauderdale, to achieve local dedicated funding for land conservation between 1998 and 2008.

Parkway Strategies has worked closely with appropriation committee and sub-committee staff and chairpersons, and advocated for local water projects and related appropriations items. As staff and as lobbyists we regularly prepare budget analyses and proviso language to specify funding for local government projects from water supply, stormwater and wastewater management and waterway restoration to recycling, transportation, economic development and climate change resiliency projects. We have an insiders' knowledge and access to staff and Members working on the budget for South Florida's counties. Our decades-long relationships with State Legislative and Congressional Members and staffs have positioned us as a thorough, trusted and sought-out team for many issues facing Florida's local governments.

Our firm's experience in federal lobbying includes a working knowledge of legislative affairs, policy frameworks, congressional staff and publications, timelines and interpretations of legal, practical and financial implications of legislation, policy and budget statements. We have worked primarily on federal policy and appropriations in relation to the U.S. departments of Interior, Agriculture and Transportation, and the Environmental Protection Agency. We have registered success in areas relating to the Clean Water Act, the Natural Resources Conservation Service, Farm Bill programs including the Farm and Ranch Lands Protection Program and Grassland Reserve Program, the RESTORE Act and its Gulf Coast Ecosystem Restoration Task Force, as well as obtaining loans from Clean Water State Revolving Fund.

(c) Estimated timetables:

The first four weeks that Congress is scheduled to be in Session in January 2015 will provide the City of Fort Lauderdale lobby team with the opportunity to re-familiarize incumbent Members with the City's priorities and interests for the 113th Congress. This initial period of adjustment to a Republican Majority in both Chambers will also allow us

the time to acquaint new Florida Representatives with the issues and funding challenges faced by the City.

The following six months before the August recess will provide the team with ample opportunity to educate Members and promote the City of Fort Lauderdale's priority bills and budget items to the Florida delegation, and to key members and staff in leadership and committees of substance.

Based on the scheduling of Standing Committee's meetings, as published in the *Congressional Record*, we will advocate with committee members and staff on presentations, issues and bills of interest to the City. As our legislation of interest makes it through to a markup meeting of the committee and our measures are scheduled for consideration, our team will lobby to ensure the bills pending before committees will be recommended to the full House or Senate, and be amended in any substantive way the City recommends.

Scope of Work

Parkway Strategies will work closely with officials and staff of the City of Fort Lauderdale in the development and ongoing implementation of programs of importance, and thereby propose the following strategies:

Assist the City in preparing its annual federal legislative agenda, including any needed substantive changes to law, and requests for grants and appropriations. We will provide information to City officials and staff about the priorities of the President and Congress in order to help specify and enhance the City's goals and priorities.

Regularly monitor, analyze and report on all proposals, legislation, amendments, committee hearings, intelligence and budget items of interest to the City Manager and

identified staff, reviewing each legislative item for potential amendment to better reflect the City's interests and priorities.

Draft legislative proposals in the form of substantive bills, amendments, budget proviso language, and find sponsors for the language as bills move through Congress.

Directly lobby Members and staff, and testify before committees as necessitated by our bills, amendments and budget items. Our advocacy includes initial outreach and education via in-person and written communications, followed by substantive meetings and filling follow-up requests for information, and finally issuing thank-you letters and expressions of support and appreciation.

Work respectfully to defeat any legislative proposals or budget items that would have negative consequences for the City and its priorities.

Represent the City of Fort Lauderdale at committee hearings, agency meetings and rule development hearings, and provide opportunities for City staff experts and officials to attend and testify at same.

Help identify budget and grant funding options pertaining to City needs and priorities, and work to move identified options through the budget process, advocating with individual Members, before committees and once the budget comes before both Chambers and the President. Additionally, we will craft proviso language to aid the City in implementing the budget to best benefit City needs.

Facilitate and schedule any meetings desired by the City with Members, staff, federal agency officials and Executive staff.

Assist staff in submitting grant requests, revising grant proposals and advocate before regional governing boards to highly prioritize and rank our proposals. Upon request, we will also write grants on behalf of the City and work to maximize the City's grant awards.

Work to identify and advance federal programs and projects that can help develop the City's "Press Play Fort Lauderdale Strategic Plan 2018" goals and activities.

Provide intelligence on policy, agency or political developments that could help refine the City's priorities or strategies on legislative proposals, grant requests, budget items or agency implementation and rulemaking.

Work closely with Florida delegation members to promote the City's priorities, and coalesce with other advocates, neighboring cities and others on common issues and funding items where appropriate and advantageous.

Provide written weekly updates and progress reports on bills and budget items, and make ourselves available for phone and conference calls as necessary to inform and liaise with the City and revise approaches or priorities as needed.

Regularly meet with City management and appear before the City Commission, as requested, to best learn and represent the city before federal entities.

Provide an annual report of legislative outcomes, including the final status of the City's priorities and a summary of the impact that major legislative changes and appropriations may have on the City of Fort Lauderdale.

Tab 7

Tab 7 is attached to the end of the proposal.

Tab 8 Insurance

Parkway Strategies, Inc. is not currently required to carry insurance.

Upon award of this proposal, we will provide to the Procurement Services Division original certificates of Errors and Omissions and/or other forms of required insurance coverage prior to engaging in any activities under this contract.

Tab 9 City of Fort Lauderdale's Needs and Proposed Plan

Because the City of Fort Lauderdale is a waterfront community and the seventh largest municipality in the State of Florida, its needs for adequate housing, transit, natural resource protection and community safety are paramount. Our team will work to deploy every potential policy and funding mechanism to bear on what we see as the following key issues for the City:

Homelessness

Urban Area Security and Public Safety

Transportation

Climate Change and Resiliency

The tourism and second-home economies contrast starkly with the low-income residences located within the northwest quadrant of the City, making for extremes in citizens' standards of living. More than 70 percent of residents in the city's NW have income levels at eighty percent or below AMI, and has necessitated establishment of a Neighborhood Revitalization Strategy Area (NRSA) in the community. Both federal and State funds are targeted to the NRSA and other sections of the northwest quadrant of the community to support economic development, infrastructure and housing initiatives, from Sunrise Boulevard to Broward Boulevard and I-95 to NW 7th Avenue. The boundary covers Lincoln Park, Sistrunk, Dorsey-Riverbend and Dorsey Heights Areas.

Clearly, advocating for even greater federal funds including Emergency Solutions Grant Program (ESG); HOME Investment Partnership Program (HOME); Community Development Block Grant Program (CDBG); and Housing Opportunities for Persons with HIV/AIDS Program (HOPWA) will be a major priority for federal lobbying by Parkway Strategies.

In addition, we intend to support the city's Livable Downtown initiative to bring federal policy and funding programs to bear on the City's urban center by helping add to the

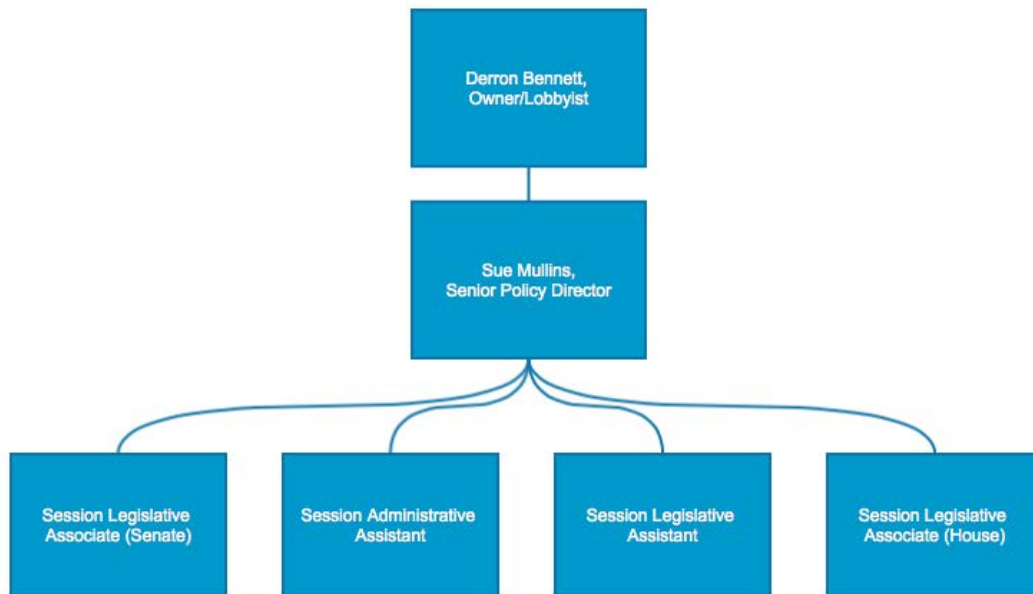
variety of public spaces and transportation options as well as a mix of housing, shopping, employment and entertainment opportunities. With regard to transit options, the City's Transit Oriented Development guidelines to expand transit station areas in the Downtown Regional Activity Center can be enhanced by further federal transportation funds. Our plan will be to focus dollars on All Aboard Florida intercity passenger rail, the Wave Streetcar, Broward Central Terminal and expanding the Tri-Rail Coastal Link passenger rail on the Florida East Coast line.

Our primary purpose in this advocacy is to enhance public safety and urban core vitality. We will help guide and encourage future development within proximity to premium transit stations, working in coordination with the City's Downtown Master Plan. In this, our team will lobby for funds and policy frameworks aimed at creating safe, pedestrian-friendly, energetic station areas that support the continued growth of the downtown as a live, work, and play, so that economic activities enhance and bring together, rather than separate the diversity of City residents and visitors. By seeking USDOT revenue sources for greenways, complete street initiatives and pedestrian safety, we will pursue funds for several mobility options, emphasizing multimodal transportation to keep people moving in the City, retain its quality of life, protect the environment, and continue the economic health and vitality of the Downtown.

With regard to advocating for the City's adaptability and resiliency to climate change, we will lobby for federal funds to acquire and restore land, including barrier islands and coastal plains, as well as funds for flood prevention and hazard mitigation. Accessing Clean Water State Revolving Fund grant programs through our high-level contacts with congressional and agency staffs, we will lobby for further water, sewer, and stormwater infrastructure improvements as well as Riverwalk enhancement. We will pursue any short-range and comprehensive strategies to address climate change and sea level rise mitigation with Congress, including directing any federal funds toward Fort Lauderdale Beach re-nourishment, revitalization, and enhancement projects.

Tab 10: Staff Resources

Derron Bennett and Sue Mullins will act as the legislative and executive lobbyists. Sue Mullins will also act as the policy director and point of contact. In addition, during Congressional hearings and In-Sessions, we employ administrative assistants and “runners” to further ensure that the legislative priorities of the City of Fort Lauderdale are fully addressed.



TAB 11: Additional services available in-house

Parkway Strategies can provide State Level Grant writing and State Level Lobbying Services at the same rates as those submitted for our federal level services.

Tab 12: Recent Client References

1. Wildlands Conservation, Inc. – January 2009 - Current \$24,000 annually

Julie Morris, Chief Operating Officer

245 N Tamiami Trail

Venice, FL 34285

(941) 234-7201

jmorris@wildlandsconservation.org

Work for Wildlands Conservation, Inc. includes monitoring and analyzing all bills and budget items of interest to the client, including land and water conservation, management and restoration, agricultural easements, wetlands mitigation, species habitat protection, funding for DEP and DACS programs, and providing for federal program integration.

2. Florida Native Plant Society – March 2014 - Current \$6000 annually

Gene Kelly, President

P.O. Box 278

Melbourne, FL 32901-0278

(407) 709-7042

gmkelly80@comcast.net

The primary work for the Native Plant Society is to ensure funding for Rare and Endangered Plant Species through the Department of Agriculture and Consumer Services portion of the General Government Budget, as well as preventing legislation that would promote the spread of invasive, non-native plant species.

3. The Florida Senate Democratic Office

Theresa Frederick, Staff Director

404 S. Monroe Street

Tallahassee, FL 32399

(850) 487-5139

frederick.theresa@flsenate.gov

For two legislative Sessions (2013-14), one of the principals of Parkway Strategies, Sue Mullins, worked as lead analyst for the committees on Environmental Preservation and Conservation, General Government Appropriations, Community Affairs, Children and Families and Criminal Justice for the Senate Democratic Office. Sue also led Democratic efforts on the Select Committee for the Indian River Lagoon and Lake Okeechobee Basin, where she helped direct new funding and policy towards restoration and water quality improvements. In this role, Sue also worked very closely with Committee Chair Joe Negron, as well as the three Democratic Members of the Select Committee.

In 2013, Parkway Strategies CEO Derron Bennett also served as staff to the Senate Democratic Office as lead analyst to the Appropriations and Agriculture committees and liaison to House Leadership. In her capacity as lead analyst for the SDO, Sue drafted numerous bills, budget items, amendments, issue and policy research papers, speeches, press releases and news stories. She also lobbied both Democratic and Republican Members for support and opposition to bills, amendments and budget items with much success.

Tab 13: Major successes

Understanding a disparate and numerous number of stakeholders, and knowing how to unite their varied interests into a common goal, is what sets our firm apart from other advocates in the Capitol. We have successfully written and passed legislation from small budget amendments and proviso to significant bills creating or amending major state programs, and sponsored and supported by both Democrats and Republicans.

Parkway Strategies has brought together interest groups, industry stakeholders and several agencies to collaborate on and pass the Rural and Family Lands Protection Act (2002), renew the Florida Forever Act (2008), and begin negotiations on the Springs Protection Act (2014). We have researched the science and economics of these bills, drafted statutory language and amendments, created trust funds to hold and allocate appropriations for the programs' projects, and gained broad, bipartisan support for each piece of proposed legislation. In many cases throughout our years of work in Congress as well as the State Legislature and Governor and Cabinet and agencies, we have worked hard to educate lawmakers and staff about the critical resources needed to ensure a high quality of life in Florida's communities. We have also repeatedly held off budget sweeps and misappropriation of program funds, while successfully advocating our clients' positions on legislation and programs.

Tab 14 Relationships

Parkway Strategies has close relationships with the staff of Senator Bill Nelson, Congresswomen Debbie Wasserman-Schultz and Fredricka Wilson, and Congressman Patrick Murphy, as well as incoming Congresswoman Gwen Graham.

As expressed elsewhere throughout this proposal, we also have excellent working relationships with the entire Florida delegation and staff in the Office of the President.

Tab 15: Local Preference Ordinance

We are based in Tallahassee, Florida and are therefore not eligible for participating in the local preference program.

Tab 16: Any additional attachments to your proposal.
Résumés of Derron Bennett and Sue Mullins

**Electronic Articles of Incorporation
For**

P14000065698
FILED
August 06, 2014
Sec. Of State
nhaney

PARKWAY STRATEGIES INCORPORATED

The undersigned incorporator, for the purpose of forming a Florida profit corporation, hereby adopts the following Articles of Incorporation:

Article I

The name of the corporation is:

PARKWAY STRATEGIES INCORPORATED

Article II

The principal place of business address:

221 WEST PARK AVENUE
UNIT 743
TALLAHASSEE, FL. US 32301

The mailing address of the corporation is:

221 WEST PARK AVENUE
UNIT 743
TALLAHASSEE, FL. US 32301

Article III

The purpose for which this corporation is organized is:

ANY AND ALL LAWFUL BUSINESS.

Article IV

The number of shares the corporation is authorized to issue is:

10,000

Article V

The name and Florida street address of the registered agent is:

DERRON BENNETT
221 WEST PARK AVENUE
UNIT 743
TALLAHASSEE, FL. 32301

I certify that I am familiar with and accept the responsibilities of registered agent.

Registered Agent Signature: DERRON BENNETT

Article VI

The name and address of the incorporator is:

DERRON BENNETT
221 WEST PARK AVE
UNIT 743
TALLAHASSEE, FL 32301

Electronic Signature of Incorporator: DERRON BENNETT

I am the incorporator submitting these Articles of Incorporation and affirm that the facts stated herein are true. I am aware that false information submitted in a document to the Department of State constitutes a third degree felony as provided for in s.817.155, F.S. I understand the requirement to file an annual report between January 1st and May 1st in the calendar year following formation of this corporation and every year thereafter to maintain "active" status.

Article VII

The initial officer(s) and/or director(s) of the corporation is/are:

Title: P
DERRON BENNETT
221 WEST PARK AVENUE
TALLAHASSEE, FL. 32301 US

Derron Bennett

PO Box 743
Tallahassee, FL 32302
(202) 957-4380

Derron@ParkwayStrategies.com

RELEVANT EXPERIENCE:

George Sheldon for Attorney General, Political Director [2014]

- Provided statewide voter targeting at the region, county & precinct levels
- Created and implemented a statewide undervote prevention strategy based on historic races
- Managed all of the campaign's donor databases and conducted donor research for the campaign

Dwight Dudley for State House, Targeting & Operations Consultant [2014]

- Created a winning voter targeting plan and managed a district-wide operations team
- Lead a successful field team that knocked over 25,000 doors and made over 10,00 phone calls
- Increased candidate's social media reach by 40% in less than 2 months
- Provided pre-roll ad buying strategy and implementation

Prieguez & Weems LLC, Lobbyist [2013-2014]

- Provided policy analysis on proposed legislation that was applicable to our clients' interests and recommend strategies and solutions to fulfill their needs.
- Briefed members of the Florida Legislature on the positions of our clients and worked to persuade them on a range of policy issues.
- Analyzed potential vote counts in order to create plans to help pass or defeat specific legislation.
- Created Action Alerts, and post-session reports for clients.

Johnson for West Park City Commissioner, Campaign Consultant [2014]

- Provided strategic targeting consulting.

Florida Senate Minority Office, OPS Policy Analyst [2013]

- Provided policy analysis on proposed legislation for the following committees/subcommittees during the 2013 legislative session: Health Policy Committee, Government Oversight and Accountability Committee, Appropriations Subcommittee on General Government.

Lawson for Congress, Deputy Campaign Manager [2012]

- Worked with the campaign manager to oversee all aspects of the campaign, including day-to-day operations, hiring and management of staff, and ongoing coordination with the candidate.
- Created and managed the campaign budget and assisted with the coordination and implementation of all fundraising operations.

James for Gadsden County Superintendent, Campaign Consultant [2012]

- Provided consultation on candidate messaging, field strategy and county-wide targeting of potential voters and Election Day turnout.

Barbara Hobbs for Circuit Judge, Campaign Consultant [2012]

- Provided voter targeting for this campaign for Florida's 2nd Judicial Circuit.

Lawson for Congress, Field Director [2010]

- Developed and oversaw the implementation of a comprehensive field plan, including district-wide phone banking and canvassing.
- Coordinated all GOTV efforts on behalf of the campaign.

CIVIC/COMMUNITY LEADERSHIP ROLES:

Florida Democratic Party
Campaign Committee [2014]

New Leaders Council Tallahassee
Executive Board [2014]

Rotaract Tallahassee
Member [2014]

Leon County Democratic Executive Committee
Campaign Committee Chair [2012]

Leon County Young Democrats
President [2012 - present]

SKILLS:

- HTML
- Wordpress
- NPG VAN
- Nationbuilder
- Microsoft Office Suite
- Email marketing platforms (including Mailchimp and iContact)
- Management of staff and volunteers
- Turfcutting
- Robocall targeting and delivery
- Field Organizing
- Targeted phone list building
- Web ad targeting and delivery

EDUCATION:

Florida Agricultural & Mechanical University

Masters of Public Administration/Policy [2008]

Bachelors of Business Administration/Finance [2007]

EXHIBIT 10
15-0698
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References:

Senator Chris Smith
Florida Senate Minority Leader (Dem)

Senator Greg Evers
Florida State Senator (Rep)

Theresa Fredrick
Staff Director, Florida Senate Minority Office

Allison Tant-Richard
Chairwoman, Florida Democratic Party

Contact information available upon request.

SUE MULLINS

Rehwinkel Farm, 989 Rehwinkel Road, Crawfordville, Florida 32327 • 850-590-8000

LEGISLATIVE ANALYST, SENATE MINORITY OFFICE

Sue was lead analyst for the committees on Environmental Preservation, Criminal Justice, Civil and Criminal Justice Appropriations Subcommittee, Children and Families, and Community Affairs for two years. In addition, Sue was charged with Senate Minority Office special projects, including issues ranging from local government finance to Indian River Lagoon and Everglades restoration. In her capacity as analyst for the SMO, Sue drafted numerous bills, budget items, amendments, issue and policy research papers, speeches, press releases and news stories.

CEO, VANGUARD PARTNERSHIP

Sue was sole proprietor of Vanguard Partnership, Inc., a full service lobbying, campaign and public relations firm based in Tallahassee. Sue established the firm in 2007 to promote and advocate issues for clients in numerous fields including, among others, natural resource protection, energy and climate change policy, business regulation, election law, corporate governance and public finance. Sue's representation includes advocacy before the Florida Legislature and Cabinet, Congress, state agencies, and local and regional governments. Campaign services include creating and managing all aspects of political and public campaign planning, budgeting, fundraising, message development, operations and communications for district and statewide offices, issues and referenda. Sue has compiled an 18-3 winning record in her campaigns. Her public relations services include creating all aspects of public, social and broadcast media outreach, community organizing, writing, editing, press events and promotions.

EXPERIENCE

POLICY, CAMPAIGNS & LOBBYING

POLITICAL CAMPAIGNS, *Florida, April 2008 – November 2014*

- ▶ DWIGHT DUDLEY (D) FOR FLORIDA HOUSE OF REPRESENTATIVES (WON NOV. 2012 AND NOV. 2014)
 - Managed all aspects of the House District 68 campaign from fundraising, coalition building, messaging and communications to volunteer management, turnout activities and major media buys.□
- ▶ FLAGLER COUNTY LAND CONSERVATION REFERENDUM (WON NOV. 2008)
 - Designed and managed all aspects of the campaign from fundraising, coalition building, messaging and communications to volunteer management and turnout activities, etc.
- ▶ CONSERVATION AMENDMENT #4 STATEWIDE CAMPAIGN (WON NOV. 2008)
 - Managed the communications plan and media and vendor buys for the Florida Constitutional amendment.
- ▶ OBAMA FOR AMERICA: SARASOTA, LEE AND COLLIER COUNTIES (WON NOV. 2008)
 - Worked with county contacts to identify and target Republican and Independent swing voters for GOTV effort to turn out for Obama.
- ▶ FLORIDA DEMOCRATIC PARTY (WON 1 OF 2 IN 2008)
 - Consulted on two House Victory campaigns to report on and assist existing efforts in order to help the Party set its priorities. Helped achieve a win by one of the campaigns by adding fundraising and a GOTV ground game.

THE NATURE CONSERVANCY, GOVERNMENT RELATIONS MANAGER, *Tallahassee, FL, Sept. 1997 – May 2007*

- ▶ STATE AND LOCAL CAMPAIGNS
 - Ran the statewide grassroots campaign for 1998 Constitutional Amendment 5, organizing more than 750 activists and training them with materials and messages for voter outreach.
 - Provided campaign strategy and management to win state and local ballot referenda through synthesis of regional, demographic and psychographic data, and integration of voter and coalition actions.
 - Created and managed various aspects of referendum campaigns to establish local land conservation programs in 16 Florida counties, including multiple campaigns in Martin, Volusia, Flagler, Lee, Collier, Alachua, Leon, Miami-Dade, Manatee, Sarasota, Charlotte, Pasco, Palm Beach and Brevard Counties.

All but two counties passed their local land programs, creating more than \$1.2 billion in public conservation funding (1998-2006).

- Authored draft ballot language, model ordinances, selection criteria and implementation policies for numerous Florida counties' land conservation programs.
- Advised successful campaigns for local government officials, providing research, strategy, message development and communications, including direct mail advertisement.□

▶ LOBBYING

- Provided statutory analysis of all proposed legislation relating to The Nature Conservancy, including land conservation, land use, water, land management, bonding, finance and taxation, appropriations, real estate, environmental regulations, Constitutional amendatory process, etc.
- Authored legislation on all TNC bill initiatives, including Florida Forever and the Rural & Family Lands Protection Act, as well as amendments to numerous other bills of interest to The Nature Conservancy.
- Lobbied state legislators and staffs for bill and amendment sponsorship or support; educated lawmakers on Florida's conservation needs and priorities, as well as relevant state programs and practices.
- Testified before and consulted with members of the Legislature, Congress and the Florida Cabinet, task forces, water management districts, special committees and organizations and agency officials; provided statements to members of the press and drafted press releases on issues.
- Worked to unite various advocacy groups around issues and within coalitions; crafted positions, strategies and messages for successful lobbying efforts.□

▶ COMMUNITY OUTREACH AND PUBLIC RELATIONS

- Created public relations efforts and products around conservation issues and events, including major donor fundraisers, Capitol and state park events, fairs, press conferences and rallies.
- Enhanced grassroots support for The Nature Conservancy by recruiting more than 500 new activists between 1998 and 2004, including speaking engagements to more than 35 groups statewide to encourage conservation support activism.
- Ran high-profile events around Florida for legislators' interactions with grassroots supporters, and provided grassroots support to Constitution Revision Commission and legislative caucus hearings.

INTERGOVERNMENTAL SERVICES, LOBBYIST, *Tallahassee, Florida, June 1995-September 1997*

- ▶ LOBBYING: Clients included American Planning Association, Florida Chapter; Project for an Energy Efficient Florida; League of Women Voters of Florida; the Trust for Public Land; Florida Association of School Psychologists; Florida Nutrition Associates
 - Authored draft legislation & amendments on energy, water and land use policy and economic development.
 - Testified before and consulted with members of the Legislature, Cabinet, task forces, special committees, organizations and agency officials, and wrote associations' legislative principles and policy positions.
 - Monitored and analyzed bills, amendments, budget proposals, and public agency rulemaking.
 - Built issue-specific coalitions and strategies for public and lawmaker awareness campaigns.
 - Prepared reports/communication to clients, legislators and staff regarding bills, action alerts and strategies.
 - Spoke at League/Association functions re: legislative process, grassroots organizing & specific issues.
- ▶ RESEARCH: Provided analysis and communication of technical and policy issues for various clients of the firm and as white papers and briefs. Issues included growth management, water, land use & acquisition, environmental permitting, economic development, energy conservation and efficiency, renewable energy technologies, electric utility deregulation, comprehensive planning, sustainability, transportation, health care, social services, education, criminal justice, electoral process and legislative reform.

DEPARTMENT OF COMMUNITY AFFAIRS, RESEARCH ASSOC., *Tallahassee, FL, August 1994-May 1995 (OPS)*

- ▶ Created and maintained large state and federal document library and archives.
- ▶ Researched and wrote successful federal grant proposal for emergency telecommunications equipment.
- ▶ Studied training and education needs of Florida's state and local emergency management community for preparation of Agency Strategic Plan.

DEPARTMENT OF TRANSPORTATION, RESEARCH ASSOC., *Tallahassee, FL, August 1993-August 1994 (OPS)*

- ▶ Analyzed department's various computer systems (including mainframe, PCs, CADD, GIS, GPS, etc.), policies and software to provide technical assistance and strategic planning.
- ▶ Published monthly newsletters for training department's 5,000 computer system users.

COMMUNITY CENTRAL HALL, *Maryhill, Glasgow, Scotland, June 1991-August 1993*

- ▶ Studied and assisted in the ecological refurbishment of Forth and Clyde Canal in village of Maryhill through field data collection and analysis, and on-site restoration activities with local residents.
- ▶ Developed the Forth and Clyde History Project through historical document research and interviews with elderly Maryhill residents to educate the community on historical and ecological significance of the canal.
- ▶ Through the Prince's Trust, researched well-being of Maryhill's elderly and Gypsy populations, and provided social services to Dementia patients through cooperative farming and National Trust touring projects.
- ▶ Established agency-wide newsletter chronicling agency's 21 program areas and funding achievements.

PUBLISHING

JOURNALS AND OTHER PUBLICATIONS

- ▶ *Technical and Economic Outreach* reports published by the Florida Century Commission for a Sustainable Florida
- ▶ *Protecting Wild Florida: Preserving the Best and Last Wilderness of Florida, Forever*—a scientific and policy publication of The Nature Conservancy on the remaining needs and opportunities for land conservation in Florida
- ▶ *Florida Planning* (Tallahassee) – the monthly magazine of the Florida-American Planning Association
- ▶ *Florida Energy Reporter* (Tallahassee) – quarterly publication of Project for an Energy Efficient Florida
- ▶ *Creating an Energy Efficient Sector for the Florida Economy* – a published report for Project for an Energy Efficient Florida
- ▶ *The Sustainable Living Manual* – a textbook for Florida APA/Department of Community Affairs Sustainability Initiative
- ▶ *United States Women's Rugby Team Media Guide* (Edinburgh, Scotland) – created the official guide to international press for the U.S.A. Women's Rugby Football Union (for 1994 Rugby World Cup).

NEWS PUBLICATIONS

- ▶ *St. Petersburg Times, Pro Earth Times, The Scotsman* (Glasgow, Scotland), *In Support* (Philadelphia, PA) *Times-Picayune* (New Orleans, LA) and *Financial Times* (London, England) as correspondent; and as stringer for the Associated Press (in Tallahassee, New Orleans and Edinburgh, Scotland): Correspondent experience includes publication of news articles, features, photographs and editorial columns on environmental, social and sporting news, including Olympic and World Cup events.
- ▶ *Florida Flambeau* (Tallahassee) – served as copy editor, writer and news editor covering hard news, sports, environmental and women's issues. Contributed to editorials and created the "Greenpiece" environmental column.

EDUCATION

FLORIDA STATE UNIVERSITY – Tallahassee, Florida

- ▶ Master of Sciences (ABT) in Sociology, 1995 –Sociology and Anthropology. Coached and Captained the FSU Women's Rugby Football Club.

SAINT LEO UNIVERSITY – St. Leo, Florida

- ▶ Bachelor of Arts in Sociology with Minors in Biology and English, *cum laude*, 1987. Awarded Monsignor O'Connor Literary Emblem. Captained the Varsity Women's Basketball Team and led the Jazz Ensemble.
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AWARDS

Sue won two Pollie Awards in her 2005 political campaign in Sarasota County. The Pollie Awards are made by the American Association of Political Consultants, and are the most prized and sought-after awards in the

political communications and public affairs industries. Sue won in the Local Campaign Manager of the Year category (country-wide) and in Best Mail Program for a Ballot Initiative.

PERSONAL

United States of America Rugby Football Union (USARFU) American *Eagle* women's rugby player representing the United States in international tournament play and the Rugby World Cup, 1991-1997.

Fluent in Gaelic and German languages.

Seventh-generation Floridian whose pioneer family (Whidden/Ellerbe) homesteaded in Polk and Pasco counties and established communities all over Florida.

PROFESSIONAL REFERENCES

SENATOR CHRISTOPHER L. SMITH, SENATE DISTRICT 31

SMITH.CHRIS@FLSENATE.GOV

(954) 336-1064

SENATOR DARREN SOTO, SENATE DISTRICT 14

SOTO.DARREN@FLSENATE.GOV

(321) 332-5308

SCOTT DUDLEY, FLORIDA LEAGUE OF CITIES, TALLAHASSEE, FLORIDA

SDUDLEY@FLCITIES.COM

(850) 570-7296

ELLIE KRIER, EKCONSULTING INC., NAPLES, FLORIDA

EKCONSULTINGINC@ATT.NET

(239) 262-0015

DAVID RAMBA, ESQ., RAMBA CONSULTING, INC. TALLAHASSEE, FLORIDA

DAVID@RAMBACONSULTING.COM

(850) 443-4444

REPRESENTATIVE DWIGHT R. DUDLEY, HOUSE DISTRICT 68

dwhightrdudley@gmail.com

(727) 580-0111

SENATOR JACK LATVALA, SENATE DISTRICT 20

LATVALA.JACK@FLSENATE.GOV

(727) 793-2797

ADDITIONAL REFERENCES ARE AVAILABLE UPON REQUEST

SUEMULLINS@VANGUARDPARTNERSHIP.COM