

Proposal to Provide Federal Lobbyist Services to the City of Fort Lauderdale, Florida

RFP # 455-11519



January 7, 2015

Submitted By:

Susan H. Lent, Partner
Akin Gump Strauss Hauer & Feld LLP
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Direct: +1 202.887.4558

ORIGINAL COPY

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Tab 1: Bid/Proposal and Signature page

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: Susan Lent 1/6/2015
(signature) (date)

Name (printed) Susan H. Lent Title: Partner

Company: (Legal Registration) Akin Gump Strauss Hauer & Feld LLP

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: 1333 New Hampshire Ave NW

City Washington State: DC Zip 20036

Telephone No. +1 202.887.4558 FAX No. +1 202.887.4288 Email: slent@akingump.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): N/A

Payment Terms (section 1.04): 45 days Total Bid Discount (section 1.05): Annual Fixed Fee – see Tab 2

Does your firm qualify for MBE or WBE status (section 1.09): MBE No WBE No

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

Addendum No.1

Date Issued 12/03/14

P-CARDS: Will your firm accept the City's Credit Card (VISA / MasterCard) as payment for goods/services? We only accept checks and wires as client payment.

VISA YES NO MasterCard YES NO

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:

We would like to take an exception to Part IV, Clause 4.02 of the General Conditions regarding Insurance. As a large international law firm, it is not feasible for our firm to endorse our insurance policies with the names of individual clients. We do, however, maintain insurance in the amounts required under the RFP and would be pleased to provide certificates of insurance in the name of the City.

Tab 2: Cost Proposal

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 \$156,000/ANNUALLY x 2 yrs. =\$312,000

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

2. TOTAL FEE PER GRANT REVIEWED \$2,500/GRANT x 4* GRANTS =\$10,000

3. TOTAL FEE PER GRANT WRITTEN \$5,000/GRANT x 4* GRANTS =\$20,000

TOTAL TWO YEAR COST TO THE CITY...(ITEMS 1+2+3).....\$342,000

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. (N/A)

*Estimated number of grants

Tab 3: Non-Collusion Statement

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>None</u>	<u>None</u>
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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: Company Profile

Proposer Information:

Susan Lent, Partner (Primary Contact)

Akin Gump Strauss Hauer & Feld LLP

T +1 202.887.4558

F +1 202.887.4288

slent@akingump.com

www.akingump.com

Legal Organization: Texas Limited Liability Partnership (LLP)

Hours of Operation: As an international law firm, we can accommodate client requests at any time. The standard hours of operation for our Washington, DC office are Monday – Friday, 7:30 a.m. to 9 p.m. Eastern, but lawyers and other professionals are available to clients on an as-needed basis outside of standard business hours.

Years in business: 70 years

Headquarters: We are an international law firm and do not have a specific office that serves as headquarters. Please see the next page for a complete listing of our 22 worldwide offices.

ABU DHABI

Sowwah Square
21st Floor, Al Sila Tower
Al Maryah Island
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Abu Dhabi, United Arab Emirates
Tel. +971 2.406.8500

AUSTIN

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Tel. +1 512.499.6200

BEIJING

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HONG KONG

Unit 01-04 & 10, 28th Floor
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HOUSTON

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United Kingdom
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LONGVIEW

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**LOS ANGELES—
CENTURY CITY**

2029 Century Park East
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**LOS ANGELES—
DOWNTOWN**

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SINGAPORE

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One Raffles Place Tower 2
Singapore, 048616
Tel. +65 6579.9000

WASHINGTON, D.C.

Robert S. Strauss Building
1333 New Hampshire Avenue,
N.W.
Washington, DC 20036-1564
Tel. +1 202.887.4000

Tab 5: Letter of Interest

SUSAN H. LENT

+1 202.887.4558/fax: +1 202.887.4288
slent@akingump.com

January 7, 2015

Mr. Bob McKenney
Procurement Specialist II
City of Fort Lauderdale
Procurement Services Division
100 N. Andrews Avenue, Room 619
Fort Lauderdale, FL 33301

Re: Proposal to Provide Federal Lobbyist Services to the City of Fort Lauderdale, Florida,
RFP # 455-11519

Dear Mr. McKenney:

I am pleased to submit this proposal on behalf of Akin Gump Strauss Hauer & Feld LLP to provide Federal Lobbyist Services to the City of Fort Lauderdale, Florida (the "City"). We have assembled a core team to represent the City that is experienced with advancing the interests of municipalities; understands the political process involved in shaping federal legislation and obtaining grant funding; appreciates the interests of and issues facing the City; and has strong relationships with the City's congressional delegation, the leadership of the congressional committees of interest to the City, and relevant federal department and agency officials.

I will be responsible for the representation, although any member of Akin Gump's more than 70-person public law and policy practice or any other member of the firm is available to assist with the representation as needed. Our public law and policy practice is the largest and one of the most recognized in Washington. We are composed almost equally of Republicans and Democrats, who have served as elected officials, as political appointees in different presidential administrations, and as staff for congressional committees and members of Congress.

I am a partner in the firm and have been with Akin Gump since 1998. Before that time I served as a counsel to the House of Representatives Committee on Transportation and Infrastructure. I currently head the firm's transportation practice and have significant experience assisting cities and other public-sector entities with securing federal funding and advancing infrastructure projects, among other things.

Former Congressmen Bill Paxon and Vic Fazio will be the two members of our core team. Bill Paxon represented the Rochester, New York region in Congress from 1989 to 1999. He was chairman of the National Republican Congressional Committee and maintains close ties with Republican members of

Congress, including Senator Marco Rubio, Congressman Mario Diaz-Balart and members in the Republican leadership of the House and Senate. Vic Fazio represented the Sacramento, California region from 1979 to 1999. He was chairman of the Democratic Congressional Campaign Committee and maintains close ties with Democratic members of Congress, including Senator Bill Nelson and Congresswoman Debbie Wasserman Schultz, Congresswoman Lois Frankel, Congressman Alcee Hastings, Congressman Ted Deutch, Congresswoman Frederica Wilson and members in the Democratic congressional leadership. He also works closely with Obama administration officials.

Through our long-standing representation of the Fort Lauderdale Downtown Development Authority (DDA), we have a robust understanding of issues of importance to the City. We have interacted frequently with City officials in connection with the Wave Streetcar and the federal courthouse projects, and have demonstrated our grasp of the technical and legal issues, understanding of the political process; creativity of approach; and close relationships with legislators and policymakers. With the Wave Streetcar, All Aboard Florida, a revitalized commercial and residential real estate market, and the potential for a new federal courthouse, there are tremendous opportunities for the City to engage at the federal level and not only seek federal funding, but influence laws and policies to its maximum benefit.

Our team has represented the City of Houston since 2005, and we are well-versed in issues of importance to cities, including transportation, infrastructure, parks, housing, economic development, homeland security and law enforcement. Through that representation, we are involved with the U.S. Conference of Mayors and National League of Cities and remain fully apprised of issues and opportunities impacting cities in Washington.

We look forward to the opportunity to meet with you to discuss our qualifications and proposed work plan in greater detail. If you have any questions or require any additional information, please do not hesitate to contact me. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Susan H. Lent". The signature is written in a cursive, flowing style.

Susan H. Lent

Enclosures

Tab 6: Statement of Proposed Services.

Capabilities and Approach to the Scope of Service

Akin Gump and our core team are distinctively well-suited to represent the City in Washington, D.C. due to our understanding of Fort Lauderdale and the region's federal priorities; relationships with the members of Congress representing Fort Lauderdale; contacts with members of Congress and federal agency officials of importance to the City; proven success in representing the DDA and experience representing other public entities, including the City of Houston and a broad range of transportation agencies, airports and water agencies.

Introduction to Akin Gump

Akin Gump is a global law firm with more than 900 lawyers and professionals in 22 offices, including Washington, D.C. Akin Gump has built and maintained one of the largest and most diverse government relations practices of any major law firm. Our practice stresses careful evaluation of client issues and detailed design of strategies and tactics to achieve objectives and provide advocacy that is executed in an effective, timely and coordinated manner. The firm's public law and policy practice includes more than 70 lawyers and other professionals who practice exclusively on legislative, policy and regulatory matters. Divided almost equally between the two major political parties, many of our lawyers and advisors have held elective office and served in positions in the White House, with executive branch agencies, and with congressional committees and members of Congress. Our government service also extends to engagement in outside political activities in both major U.S. political parties. Our lawyers and advisors are, therefore, able to assist our clients in building and maintaining relationships with current members of Congress who are in key leadership positions.

Our public law and policy practice is consistently ranked one of the top government relations practices in Washington, D.C., both by publications and our peers. For seven consecutive years, Akin Gump has claimed a top spot in *The National Law Journal's* "Influence 50," its annual survey of the lobbying industry. Akin Gump also ranks in the first tier of government relations practices in the nation by *Chambers USA: America's Leading Lawyers for Business*. According to *Chambers*, "This group continues to impress with the sheer breadth and depth of its practice. . . . Sources say: 'The top of everyone's list for lobbying. Subject experts actually reside within their government relations group, so there's a large number of people engaged in that work.'" Four Akin Gump lawyers and advisors, including Vic Fazio and Bill Paxon, have been named to *The Hill's* "Top Lobbyists" list for 2014 and have been consistently named to the list over the last decade. According to the publication, these individuals "all have one thing in common: a proven ability to make things happen in Washington."

Members of our transportation practice provide government advocacy services and legal representation on a broad range of issues, including assisting public-sector entities with securing federal funding for projects and programs; advising on project development and compliance with federal transportation laws and

regulations; and developing and implementing strategies for influencing transportation laws and regulations or achieving other client objectives.

We have conducted a thorough conflict of interest check and have not identified any potential conflicts. We view our representation of the DDA as an asset versus a conflict of interest. Should potential conflicts arise, however, we would discuss them openly with each of the parties involved and resolve them appropriately in accordance with the legal and ethical obligations imposed on our lawyers by the applicable laws and regulations governing the practice of law.

Identification of City Priorities and Development and Implementation of Work Plan

We will work with City officials and staff to identify the City's goals, priorities and specific projects, including which of these could be addressed at the federal level. Our understanding of City and regional opportunities and challenges, issues faced by municipalities as well as relevant federal laws, regulations, policies and programs will enable us to effectively work with City officials and staff and play an integral role in strategy development.

Once we identify the issues we will advance at the federal level, we will draft written materials that summarize each of the City's priorities. As lawyers and registered lobbyists, we are able to assess each of the City's priorities and determine the best approach for achieving the City's objectives. We may want to support or oppose a bill moving through Congress, draft a new bill for a member of Congress to introduce or a provision that a member of Congress could insert into a pending bill, seek congressional support for a grant application, support or oppose an agency rulemaking or policy change, or address issues with a federal department or agency that affects Fort Lauderdale. Regarding grant applications, we may recommend that the City secure letters of support from other stakeholders, including Broward County, the DDA and the Broward Metropolitan Planning Organization (MPO).

Communication with Legislative and Executive Branch Officials on Behalf of the City

Our team's close ties to members of the City's congressional delegation; leadership of the congressional committees with jurisdiction over issues important to the City, including the House Transportation and Infrastructure, Senate Banking Housing and Urban Affairs, Senate Environment and Public Works and House and Senate Appropriations committees; federal departments and agencies, including the Department of Transportation (DOT), Federal Transit Administration (FTA), Federal Railroad Administration (FRA), Federal Highway Administration (FHWA), Department of Housing and Urban Development (HUD), Environmental Protection Agency (EPA) and other federal department and agency officials; and officials in the White House will allow us to serve effectively as a liaison for the City in Washington. As concerns arise, we will determine the key members of Congress to brief on an issue. Recognizing that all members of the congressional delegation can play a critical role in supporting the City's priorities, there are certain members who are particularly critical due to their roles on relevant congressional committees.

Our team will schedule meetings for City Commissioners, the City Manager and City staff with members of Congress, congressional staff and the appropriate federal department and agency officials to communicate

the City's priorities or to address issues that arise. Fort Lauderdale has a strong congressional delegation with members serving in various positions of influence. We will assist the City in determining which members may be best-suited to lead an issue in light of their committee membership, political party and constituent interest. With several members representing the City or Broward County on critical committees or in leadership positions, we will work with these members to advance the City's interests. In advance of our meetings, we will develop briefing materials and draft legislation as appropriate. We will recommend follow-up actions after meetings, and we will remain in contact with legislators, regulators and their staffs to continue pursuit of our advocacy efforts. We will draft letters to legislators and regulators on issues of interest or concern to the City, thank-you letters after meetings and any other written materials in support of the City's objectives.

Our team—and other members of the firm—also have the substantive and legal knowledge to analyze the effect of legislation and regulations on the City. Based on that experience, we can advise the City on ways to influence legislation or regulations, such as drafting letters from City Commissioners, the Mayor, the City Manager or department heads to members of Congress and executive branch officials requesting specific actions; drafting letters for members of Congress to send to executive branch officials or committee chairs requesting certain actions; drafting position papers, legislation, amendments or comments on rulemakings that address the issues we identify; and preparing testimony and written comments on pending legislation and regulations to be presented on behalf of the City at federal administration and congressional hearings.

We will regularly update our strategy, in concert with the City, based on policy developments, actions by relevant federal departments or agencies, or the introduction of bills or passage of laws.

Maintain Regular Communications and Reporting to Advance the City's Interests

Our team prides itself on the close communication we maintain with our clients. We will be in frequent contact with the City regarding new issues we identify, developments on issues we know are important to the City and updates on ongoing initiatives. We will communicate with City staff and, as appropriate, City management and the City Commission regarding developments that may affect the City and our recommendations for impacting such developments. We will identify opportunities for members of the City Commission or the City Manager to appear and testify before Congress, federal departments or agencies. Alternatively, a member of our team could appear and testify on behalf of the City. At a minimum, we will attend hearings relevant to the City and provide written reports regarding such hearings.

We will provide written summaries of bills introduced, committee hearings, developments with legislation, and proposed regulations and agency policy changes. We will monitor and review, on a continuing basis, all existing and proposed federal legislation, various federal agency actions and the federal budget process and will report to the City, both orally and in writing, on any legislative developments that may directly or indirectly impact the City or its citizens. Our team is engaged with the U.S. Conference of Mayors and National League of Cities as well as with other trade organizations, including the various transportation trade groups. We will also review the *Federal Register* and relevant trade press daily and will constantly serve as the City's "eyes and ears" in Washington.

In addition to providing regular updates of developments in Washington, we will prepare an annual report that discusses the status of the City's priorities and summarizes the impact of major legislative changes and appropriations to the City. As part of this report, we also may want to identify issues and opportunities in the coming year, the City's priorities for that year and approaches for achieving those priorities. Throughout the year or at year-end, we also would be happy to meet with the City Commission, City Manager and City staff in Fort Lauderdale to discuss new issues, progress on priorities and approaches to achieving the City's objectives.

Assistance with Grant Funding

We will also make the City aware of federal funding opportunities and the best strategy for securing funding. We review *grants.gov*, the *Federal Register* and trade press for grant opportunities. We will recommend that the City meets with federal departments and agencies to discuss the City's interest in grant funding in advance of grant announcements. This will allow us to assess the federal agency's interest and give the City the opportunity to revise its approach if warranted. We also will assist the City with obtaining support from members of Congress for its grant applications, which can often be helpful. We would be pleased to assist with drafting grant applications or with reviewing applications. At a minimum, we will draft and assist with securing support letters for the grant applications.

Qualifications and Staffing

Staff Qualifications

Susan Lent and former Congressmen Bill Paxton and Vic Fazio will comprise the core team representing the City. As discussed above, we also will have at our disposal any member of the firm's public law and policy practice group or any other practice group of the firm to assist with the representation as needed. We have significant resources available to ensure that the City has the best representation possible. To view full resumes, please see Tab 16(a).

Susan Lent, a partner in the firm and head of the firm's transportation practice, will have primary responsibility for the representation. She is a former counsel to the House of Representatives Committee on Transportation and Infrastructure. She has a broad and deep understanding of transportation and economic development programs, laws and policies coupled with strong bipartisan relationships on Capitol Hill, including with members of the Fort Lauderdale congressional delegation; the House and Senate committees with jurisdiction over issues important to the City; and with officials at the federal agencies relevant to the City, including DOT, FTA, FHWA, HUD and EPA.

Ms. Lent assists clients with securing funding for and advancing transportation and other types of infrastructure projects, including economic development and housing, stormwater management, drinking water delivery, historic preservation and public building projects. She assists clients with developing legislative proposals and advocating for changes in laws. She drafts comments on rulemakings and proposed policy changes for clients. Ms. Lent also advises clients on compliance with laws and regulations applicable to recipients of federal transportation and other funds, including procurement and environmental

laws. She regularly assists clients with advancing projects through the transit New Starts process and with securing approval for joint development. She also has significant experience with and exposure to the Airport Improvement Program and with representing airports, including general aviation airports.

Former Congressman Bill Paxon is a senior advisor at Akin Gump. Mr. Paxon represents a broad range of clients, including public sector entities. Mr. Paxon served in Congress for 10 years as a member of the Western New York congressional delegation, representing the Buffalo and Rochester regions. Before that, he served in the New York State Assembly and in the Erie City Legislature. While in Congress, Mr. Paxon chaired the National Republican Congressional Committee, the fundraising arm of the Republican Party. Since leaving Congress, Mr. Paxon has remained active as a senior leader of the Republican Party and a key fundraiser for GOP candidates and causes. He is consistently included on *The Hill's* list of the best “hired guns” and corporate lobbyists on K Street. Mr. Paxon will provide strategic advice and interface with Senator Marco Rubio and Congressman Mario Diaz Balart on issues of regional interest, as well as with the Republican leadership in Congress.

Former Congressman Vic Fazio is a senior advisor to the firm. Mr. Fazio also advises public- and private-sector clients on a range of public policy and government relations matters, including transportation. He served for 20 years as a member of Congress from California. During his tenure, he served on the House Appropriations Committee and served as a subcommittee chairman or ranking member for 18 years. He also served as chair of the Democratic Congressional Campaign Committee, the fundraising arm of the Democratic Party. Mr. Fazio is consistently included on *The Hill's* list of the best “hired guns” and corporate lobbyists on K Street. Mr. Fazio remains active in the Democratic Party and with fundraising for Democratic candidates. Mr. Fazio will provide strategic advice and interface with Democratic members of the City’s congressional delegation; congressional committees that are relevant to the City; the Democratic congressional leadership; and Obama administration officials at the various federal departments and agencies and the White House. He works closely with Senator Bill Nelson, Congresswomen Debbie Wasserman Schultz and Lois Frankel and Congressman Alcee Hastings.

Experience with Fort Lauderdale

Our team has proven its ability to effectively represent the City’s interests through our representation of the DDA on both the Wave Streetcar and federal courthouse projects. The City has witnessed first-hand the expertise and level of attention that our team would bring to its representation of the City. We have significant experience working with the broad range of federal programs that are relevant to the City. Through our representation of the City of Houston and various other public entities, we are experienced with securing funding and guiding clients through the myriad issues surrounding the development of infrastructure projects, including roads, streetscapes, public transportation, airports, seaports, housing and economic development, parks, water infrastructure and historic preservation.

In addition to assisting the Fort Lauderdale project partners with securing a Transportation Investment Generating Economic Recovery (TIGER) grant for the Wave Streetcar, we also assisted the City of Houston in securing two TIGER grants and the Port of Long Beach a TIGER grant. With the Fort

Lauderdale streetcar, we recommended that Congresswoman Wasserman Schultz invite then Federal Transit Administrator Peter Rogoff to a briefing on the project in Fort Lauderdale and to tour the proposed project alignment. We have arranged similar types of briefings and tours for other clients in support of their respective priorities.

We played a key role in engaging KPMG to undertake a feasibility study of a potential public private partnership (PPP) for a new federal courthouse in Fort Lauderdale. Susan Lent drafted the Request for Proposals (RFP), advised on the selection process, negotiated a contract with the DDA and now serves as the principal liaison with KPMG on the study. We also worked closely with Congresswomen Debbie Wasserman Schultz and Lois Frankel to obtain technical assistance from the General Services Administration (GSA) for the study. Once the study is complete, we will play a key role in developing an action plan and leading the advocacy effort designed to communicate the need for a new courthouse and secure authorization for a pilot PPP for the Fort Lauderdale courthouse.

Experience with Public-Sector Entities

We provide comprehensive services to our clients, including assisting them with identifying their federal priorities, developing strategies to secure federal funds and scheduling meetings with members of local congressional delegations and appropriations committees to communicate the importance of the priorities. Where appropriate, we advise clients on “grass-tops” strategies to enlist stakeholders in the community to reinforce a client’s advocacy efforts. We also assist clients competing for federal grants by facilitating meetings with agency officials and securing letters of support from members of Congress. Finally, our professionals regularly monitor policy developments and advise our clients of opportunities for federal funds. We assist clients with determining eligibility under notices of funding availability and with drafting grant applications. We also advise clients regarding compliance with grant requirements.

We represent a broad range of transportation agencies, including the three Houston airports; the two Buffalo airports; the Port of Long Beach; Solano County; California Transportation Authority; the Foothill Eastern Transportation Corridor Agency (Orange County toll road agency); the San Gabriel Valley Water Company; the Buffalo, New York and Rochester, New York transit agencies; the Arizona Water Company; and the San Gabriel Valley (CA) Water Company. We also are experienced with the other issues facing a city like Fort Lauderdale, including law enforcement and homeland security issues. We work closely with the various federal agencies that oversee programs of interest to the City, including DOT, FHWA, Federal Aviation Administration (FAA), FTA, HUD, EPA and the departments of Commerce, Justice and Interior. We also have close bipartisan relationships with the Fort Lauderdale congressional delegation and with the congressional committees relevant to the City.

Estimated Timetables

We have developed the following timetable on the assumption that the City will award a contract effective February 1.

Task	Estimated Time
a. Develop an overall strategy to ensure issues of concern to the City are addressed to the City's satisfaction.	Meet with City officials to discuss federal priorities; develop written strategic plan and approach for updating priorities and strategies and communicating developments to City officials and staff. Propose regularly scheduled calls to ensure that issues of concern to City are addressed to City's satisfaction. Susan Lent will be the point of contact to address any issues of concern. February 2015.
b. Meet with City management and appear before the City Commission, as needed, to effectively represent the City of Fort Lauderdale and its interests at a federal level.	Akin Gump routinely appears before elected and appointed bodies of public sector clients and would be pleased to appear before the City Commission to brief the Commission on developments in Washington, progress on priorities and to discuss new issues that arise. As needed.
c. Assist in the development of the City's list of goals, priorities, and specific projects. Identify which of these goals, priorities, and specific projects could be addressed at the federal level and assist in developing written material on each request to provide to congressional and federal staff.	The Akin Gump team will accomplish this task as part of and following the kick-off meeting or call. Our team is experienced with drafting briefing materials in support of federal priorities. February to March 2015.
d. Develop and implement strategy for the support, opposition, or amendment of pending legislation by tracking legislation regularly.	Our team regularly monitors and tracks legislation. Our dedicated legislative assistant, Marianne Mulcahey, provides daily updates to us and we will apprise City staff of developments along with recommendations for supporting, opposing or seeking amendments to legislation. We will provide real-time updates of developments with legislation.
e. Provide City management and City Commission with any information that may impact the City, and actively seek opportunities to enhance the City's federal legislative program and provide options as to legislative strategy when necessary.	We will consider ourselves an extension of City staff and will provide City management and the City Commission with information regarding developments in Washington that may affect the City as well as recommendations for affecting such developments. We will provide this information on a timely basis with detailed recommendations.
f. Revise the City's federal legislative program as needed, and as requested by the City Commission through City management.	We will continually update our strategy as appropriate.

Task	Estimated Time
g. Monitor and review on a continuing basis all existing and proposed federal legislation, various federal agency actions and the federal budget process and report to the City, both orally and in writing, any legislative events that may directly or indirectly impact the City or its citizens. Provide legislative expertise and consulting services.	We are continually monitoring developments in Washington that may be relevant to the City and will provide written reports, as well as discuss with the City, how proposed or enacted legislation and proposed or final rules or policies may impact the City. Our regulatory expertise as well as experience representing cities and other public entities will enable us to provide thorough analysis of statutory and regulatory impacts. We will provide this information on a timely basis.
h. Advocate with Congress, congressional committees, and federal agencies in support of the City's goals, priorities, and projects.	We will maintain frequent contact with members of the Fort Lauderdale congressional delegation, with members and staff of congressional committees and with federal department and agency officials on behalf of the City. We work with the members, staff and agency officials frequently and they value our input on issues. We will contact and follow up with these offices as necessary depending on the issue.
i. Prepare an annual report, including the final status of the City's priorities and a summary of the impact of major legislative changes and appropriations to the City of Fort Lauderdale.	We prepare annual reports on our federal advocacy for many clients and are aware of the importance of measuring performance and accomplishments. We will prepare such a report for the City. December 2015 or January 2016 as requested by the City.
j. Identify relevant funding opportunities that may arise for which the City may qualify to apply; assist staff in submitting grant request.	After our kickoff meeting, we will identify federal funding opportunities based on the City's priorities and develop recommendations for maximizing the likelihood of securing funding. We will update the plan as new funding opportunities are announced or the City identifies new funding needs. February 2015 and throughout the year.
k. Appear and testify before federal agency hearings, rule-making proceedings, and other administrative agency or legislative meetings, as required, to promote, oppose, and seek passage of legislation affecting the City or its residents, and specific legislation contained in the City's legislative program. Attend meetings as necessary.	We will represent the City at hearings, meetings, bill markups, federal department and agency meetings, regulatory proceedings and other forums. While members of our firm could testify on behalf of the City, we would recommend identifying opportunities for members of the City Commission or the City Manager to testify on issues of importance to the City. As appropriate.
l. Upon request, coordinate appointments/meetings between the City Commission or other City staff, and appropriate state and/or federal officials.	We recommend scheduling meetings in the first quarter of the year to discuss the City's priorities for the year as well as throughout the year to reinforce the City's priorities or address specific issues that arise. The initial meeting typically would occur sometime between February and April; however, in light of the contract timing, we would recommend scheduling a visit in March or April.
m. Draft letters to federal legislators regarding issues of interest and concern to the City, thank you letters after meetings and letters of appreciation for support, when applicable.	We will draft these letters after meetings and as otherwise appropriate.

Tab 7: Business Licenses

Each attorney who will work on this contract is a member, in good standing, of the bar of his or her respective state or the District of Columbia and has never had his or her license to practice law suspended or revoked. Although Akin Gump does not currently have an office in Florida, we represent many Florida-based clients.

Tab 8: Evidence of Insurance

Tab 9: Assessment of Needs

We understand that Fort Lauderdale is undergoing an economic resurgence and has tremendous potential to draw further growth to the downtown area—making it truly a livable community. We have reviewed the City's Community Investment Plan and understand the City's priorities for fiscal years 2014 through 2018 and beyond as they relate to infrastructure, transportation, parks and buildings. We also recognize the opportunities associated with the Wave Streetcar, the All Aboard Florida station and the potential new federal courthouse as well as other developments in the City.

As discussed above, our first step will be to meet with City officials and staff to discuss the City's unfunded priorities, as well as other issues where the City will need federal funding or approvals. Once we establish the City's immediate priorities, we can advise the City regarding the opportunities for federal funding and the best strategy for securing funding and achieving the City's other objectives. While there are fewer federal grants than there were several years ago, there continue to be opportunities for federal funding. We will consider where the City has sought and secured federal funds in the past and discuss opportunities for securing federal funds in the future, including potentially pursuing funding from the Department of Commerce's Economic Development Administration. With our experience advising airports, we can assist the Fort Lauderdale Executive Airport with securing funding and addressing any issues it may have with the FAA. Recognizing that Fort Lauderdale is not a designated grant recipient for highway or transit funds, we can assist the City with protecting its interests related to the Wave and All Aboard Florida projects as well as with taking advantage of funding opportunities from FTA or FHWA and working with the Broward MPO. We also can advise the City regarding funding for economic development, stormwater infrastructure and dredging and funding for parks, having advised many other clients on these issues.

Regarding the Wave project, we will assist the City with advocating for the project while at the same time protecting the City's interest in its property and surrounding development. Regarding the federal courthouse, we will work on behalf of the project partners, including the City, to advocate for a pilot program that will result in the GSA entering into a PPP to deliver a new federal courthouse in Fort Lauderdale. Once the project advances, we will ensure that the City's interests are protected. We also will discuss the City's interest in extending the Wave system and in development around the All Aboard Florida station as well as any other issue of interest to the City.

We will schedule meetings for City Commissioners, the City Manager and City staff with legislators and agency officials to communicate the City's priorities. We will do so after we have developed a strategic plan and advocacy materials that clearly define the City's objectives and what we are seeking from our meeting(s). It is helpful to have local stakeholder support as well as bipartisan support for an issue the City is promoting. We, therefore, recommend that we have letters of support from stakeholders where appropriate and feasible and possibly conduct joint meetings with other stakeholders.

Also, with Republicans controlling both houses of Congress, but with a Democratic president in office, it is even more critical to have bipartisan support for the City's priorities. Our team's close relationships with Democrat and Republican legislators and the Obama administration will enable us to build consensus on City issues.

We also will follow up with congressional offices, committee staff and federal department and agency officials regarding the City's priorities. We will maintain close communication with City staff and let them know when commissioners, the City Manager or staff should schedule follow up meetings in Washington or otherwise communicate with legislators or federal agency officials.

We also will continually apprise you of developments on existing issues and regarding new funding opportunities. We will be in frequent communication and will be readily accessible on issues that arise.

Tab 10: Resource Allocation

Susan Lent will be responsible for the relationship and will be the day-to-day point of contact. Bill Paxon and Vic Fazio will interact with members of Congress directly, and Vic Fazio also will interact with Obama administration officials at Ms. Lent's direction. Both Mr. Paxon and Mr. Fazio will be available to accompany City Commissioners or the City Manager to meetings as needed. Ms. Lent works closely with members of the Fort Lauderdale congressional delegation and with members and staff of certain congressional committee and with certain federal department and agency officials, particularly related to transportation, infrastructure, environmental and economic development issues. If it is necessary to complement her network, any lawyer or advisor at Akin Gump is available to assist the City. We work as a team and frequently assist our colleagues with scheduling and attending meetings or assisting on issues where a member of the firm has a particular expertise or a beneficial relationship.

Examples of our available resources include Arshi Siddiqui, former senior policy advisor and counsel to House Minority Leader Nancy Pelosi; Gregg Walden, former FAA Chief Counsel; Ryan Thompson, former Chief of Staff to Senator James Inhofe; and Ed Pagano, Former Chief of Staff to Senator Patrick Leahy. Marianne Mulcahey, our legislative assistant, will monitor issues of interest to the City and bring them to the team's attention. Susan Lent will ensure that appropriate resources are assigned to the City in a timely manner and will identify the best team to work on a particular issue.

Tab 11: Additional In-House Services

We are able to assist the City with drafting grant applications and with reviewing grants on an as-needed basis. Members of our team have experience drafting grant applications and frequently review such applications for clients. We are familiar with grant programs and with the criteria federal departments and agencies use to evaluate grants. We can employ this knowledge to assist the City with tailoring its grant applications to conform to the selection criteria.

As a full service law firm, we also can provide legal services to the City for an additional fee. While we have a broad range of capabilities, we may be most particularly suited to offer regulatory and procurement-related advice and services. We are experienced regulatory lawyers and can advise the City on legal implications of federally funded projects. This includes issues regarding compliance with federal laws. We also can advise the City on advancing projects through the environmental review process and on grant agreement and procurement matters. Susan Lent is an experienced transportation and contracts lawyer as well as a registered lobbyist. She advises clients on a range of matters, including DOT, FTA and FHWA regulatory and compliance matters. We have other lawyers in the firm who are government contracts and environmental lawyers who work with Ms. Lent in advising public-sector clients on a range of legal issues. In particular, we are experienced in advising clients with National Environmental Policy Act (NEPA) compliance and other environmental laws and regulations associated with project development. We could perform legal work outside the scope of this RFP for a blended hourly rate of \$600 or for a fixed fee for a specific scope of work. We would be pleased to discuss a mutually beneficial approach to pricing this additional work.

Tab 12: Clients/References

Downtown Development Authority of Fort Lauderdale (2008-present)

Reference: Christopher Wren, Executive Director
305 South Andrews Ave., Suite 301
Fort Lauderdale, FL 33301
(954) 463-6574, chriswren@ddaftl.org

City of Houston (2005-present)

Reference: Kippy Caraway Deputy Chief of Staff
City of Houston Office of Mayor
901 Bagby, 4th Floor
Houston, TX 77002
(832) 393-0977, kippy.caraway@houstontx.gov

Houston Airport System (2011-present)

Reference: Saba Abashawl, Chief External Affairs Officer
16930 JFK Blvd.
Houston TX 77032
(281) 233-1829, saba.abashawl@cityofhouston.net

Niagara Frontier Transportation Authority (2000-present)

Reference: Seth Piccirillo, Manager, Government Affairs
181 Ellicott Street
Buffalo, NY 14203
(716) 855-7305, seth_piccirillo@nfta.com

Port of Long Beach (2007-present)

Reference: Samara Ashley, Director of Government Affairs
925 Harbor Plaza
Long Beach, CA 90802
(562) 590-4115, ashley@polb.com

Rochester-Genessee Regional Transportation Authority (2009-present)

Reference: Harold M. (Hal) Carter, Jr., former General Counsel
1372 E. Main Street
Rochester, NY 14609
(585) 654-0621, hal@transproconsulting.com

Solano Transportation Authority (2008-present)

Reference: Mr. Daryl Halls, Executive Director
One Harbor Center, Suite 130
Suisun City, CA 94565
(707) 424-6075, dkhalls@sta-snci.com

Tab 13: Major Successes

Below are examples of our team's successes for other similar clients:

1. **Downtown Development Authority of Fort Lauderdale**

We assisted the DDA and the project partners in securing a TIGER grant for the first phase of the Wave Streetcar project and assisted the partners in securing funding in the president's fiscal year 2015 budget for the project.

2. **City of Houston**

We assisted the City of Houston in securing two TIGER grants—one for bike and pedestrian paths and the second for an intelligent transportation system (ITS) network.

3. **Port of Long Beach**

We assisted the Port of Long Beach (the "Port") in securing a \$17 million TIGER grant for a rail infrastructure project. We also assisted the Port in securing a \$325 million Transportation Infrastructure Finance and Innovation Act (TIFIA) loan.

4. **Rochester Genesee Regional Transportation Authority**

We assisted the Rochester Genesee Regional Transportation Authority (RGRTA) in securing the funding and necessary approvals to build a new transit center.

5. **Houston Airport System**

We assisted the Houston Airport System in securing a provision in the 2014 House bill authorizing the Customs and Border Protection (CBP) agency that would have directed CBP to consider an airport's projected growth in determining airport staffing. We also persuaded CBP to commit to staffing Hobby Airport when it opens its new international passenger terminal in 2015.

6. **VNG.Co**

We assisted VNG.Co, a start-up venture that is installing natural gas fueling infrastructure in existing gas stations, in securing a provision in the fiscal year 2015 National Defense Authorization Act that directs DOT to provide CAFÉ credits to manufacturers of natural gas passenger vehicles.

7. **Foothill Eastern Transportation Corridor Agencies**

We drafted legislative provisions that would streamline the NEPA review for transportation projects, and our recommended provisions were included in the House Moving Ahead for Progress in the 21st Century bill. We are now advocating for inclusion of related streamlining provisions in the next transportation bill.

Tab 14: Relationships, Resources and Capabilities

As an international law firm with the largest public law and policy practice in the country, our lawyers and advisors have a broad range of relationships, resources and capabilities that we will utilize in representing the City. Susan Lent, who will lead the team, works closely with the entire Fort Lauderdale congressional delegation on the Wave and courthouse projects. Congressional staff relies on advice that she provides on technical issues related to transportation and infrastructure laws and policies. Ms. Lent has developed relationships with legislators and committee staff on the House Transportation and Infrastructure, Senate Banking, Housing and Urban Affairs, Senate Environment and Public Works, Senate Commerce, Science and Transportation and House and Senate Appropriations committees. She also will rely on former Congressmen Bill Paxon and Vic Fazio. Bill Paxon has strong relationships with Senator Marco Rubio and Congressman Mario Diaz Balart, who will chair the Transportation, Housing and Urban Development Appropriations subcommittee in the 114th Congress, and Vic Fazio has strong relationships with Senator Bill Nelson, who will serve as Ranking Member on the Commerce Science and Transportation Committee, Congresswomen Debbie Wasserman Schultz, Chair of the Democratic National Committee and a member of the Appropriations Committee, Lois Frankel, who sits on the Transportation and Infrastructure Committee, and Congressmen Alcee Hastings.

Susan Lent, Bill Paxon, Vic Fazio and other members of the firm have cultivated and maintained strong ties with the leadership of the various committees with jurisdiction over transportation, infrastructure, housing and economic development. These include, but are not limited to, House Transportation and Infrastructure Committee Chairman Bill Shuster and Ranking Member Peter DeFazio, House Appropriations Committee Chairman Hal Rogers and Ranking Member Nita Lowey, Senate Banking, Housing and Urban Affairs (transit) Committee Chairman Richard Shelby and Ranking Member Sherrod Brown, Senate Environment and Public Works Committee Chairman James Inhofe and Ranking Member Barbara Boxer, Senate Commerce, Science and Transportation (aviation and rail) Committee Chairman John Thune and Ranking Member Bill Nelson and Senate Appropriations Committee Chairman Thad Cochran and Ranking Member Barbara Mikulski. In addition to Mr. Paxon and Mr. Fazio, other members of the 70-person public law and policy practice have expansive and institutionalized relationships so that we are able to reach out to any member of Congress or federal department or agency official on behalf of our clients.

Consistent with our focus on specific issue areas of interest to the City, we maintain frequent contact with the Republican and Democratic staff of the Highways and Transit, Aviation, Public Buildings and Water Subcommittees of the House Transportation and Infrastructure Committee, the Transportation and Infrastructure and Wildlife Subcommittee of the Senate Environment and Public Works Committee, the Aviation and Surface Transportation Subcommittees of the Senate Commerce Committee and the Housing, Transportation and Community Development Subcommittee of the Senate Banking Committee.

Our ability to connect with Obama administration officials and career staff of federal departments and agencies is unparalleled. Susan Lent has close relationships with DOT political appointees and career staff, having worked on transportation issues for more than 16 years. She also frequently relies on Vic Fazio, Arshi Siddiqui, Ed Pagano and other members of the firm with strong Democratic ties when pursuing meetings with Obama administration officials. As discussed above, any member of the firm will be available to schedule and attend a meeting for the City.

Akin Gump's key strength is our blend of political relationships with technical expertise. Susan Lent and other members of the firm can analyze the legal impact of issues on the City and craft recommendations that take legal issues into account. Every recommendation we make to the City will take into consideration what is legally feasible and the impact of the issue on the City.

Tab 15: Local Preference Ordinance

This section is not applicable to our response.

Tab 16(a): Team Biographies



Susan H. Lent

Partner

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Education

J.D., The George Washington University Law School, 1986

B.A., Emory University, 1983

Bar Admissions

District of Columbia

Maryland

Areas of Experience

Energy and Environment Policy • Federal Funding Policy • Litigation • Policy and Regulation • Public Law and Policy • Transportation Policy and Regulation • Aviation • Transportation • Public Private Partnerships • North America

Susan H. Lent advises clients regulated by the Department of Transportation (DOT) and other federal departments and agencies on compliance with federal laws and regulations. She represents clients before the Department of Transportation, other federal agencies and the U.S. Congress. Ms. Lent also advises clients on federal, state and local procurement laws.

Practice & Background

Ms. Lent's clients include public- and private-sector entities in the transportation and broader infrastructure sectors, as well as companies regulated by DOT. She advises clients on compliance with federal laws and regulations, including laws and regulations applicable to entities receiving federal grants and loans and their contractors. She assists clients with identifying opportunities for federal funding and advancing projects through project development. Ms. Lent represents clients before DOT, the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), the Federal Aviation Administration (FAA), the Environmental Protection Agency (EPA), the Department of Interior and the U.S. Army Corps of Engineers and advocates for clients' interests before the U.S. Congress.

Ms. Lent also represents clients on compliance matters before the Federal Motor Carrier Safety Administration.

Before joining Akin Gump, Ms. Lent served as counsel to the Subcommittee on Surface Transportation and as counsel for investigations and oversight to the House Committee on Transportation and Infrastructure, where she was involved in all aspects of the enactment of the Transportation Equity Act for the 21st Century. Prior to joining the government, Ms. Lent was an attorney in private practice focused on government contracts law.

Project Development and Compliance

Ms. Lent advises public sector clients on the development of transportation and other infrastructure projects by assisting clients in securing federal funds, obtaining federal and other financing, and complying with the laws and regulations that apply to federally funded projects, such as the National Environmental Policy Act (NEPA), Buy America Act and procurement requirements. She advises companies doing business with the public sector on the federal requirements associated with infrastructure projects and how best to ensure compliance with those requirements.

She has experience with a wide range of infrastructure projects, including toll road, highway, port, freight, airport, intermodal, rail transit, transit joint development, water infrastructure, economic development and social infrastructure projects.

In light of her substantive expertise and experience working as a counsel to the House Transportation Committee, Ms. Lent provides comprehensive representation to her clients assisting them with achieving their objectives before Congress as well as guiding them through the project approval process with the relevant federal departments and agencies. Ms. Lent's experience with federal state and local procurement laws and regulations also enables her to advise public sector clients on how best to advance projects to achieve their objectives and private sector clients on risks associated with projects and how best to minimize risks. Ms. Lent advises private sector companies on compliance with a range of federal requirements associated with federally-funding contracts, including Buy America, Civil Rights, Davis Bacon, False Claims Act, ADA and others. .

Public Private Partnerships

Ms. Lent is experienced in representing both the private and public sector in undertaking a broad range of public private partnerships. Her experience includes:

- serving as legal advisor to the RE.invest Initiative, in partnership with Bechtel and Wall Street Without Walls, in its efforts to help eight U.S. cities develop models for sustainable storm water infrastructure systems as public private partnerships
- assisting in securing financing under the Transportation Infrastructure Finance and Innovation Act (TIFIA) and through Private Activity Bonds

- Advised client on due diligence regarding Puerto Rico public private partnership social infrastructure opportunity
- developing model state public private partnership enabling legislation
- advising on FTA joint development projects and drafting and negotiating joint development agreements
- advising on outsourcing of transit operations, including procurement and labor requirements
- advocating for public private partnerships to Congress
- developing RFP for a feasibility study of a potential model federal courthouse project in Fort Lauderdale, Florida and serving as legal advisor on procurement.

Public Transportation

Ms. Lent advises public transportation agencies, and entities that do business with them, on the laws and regulations applicable to them. She advises clients on the impact of legislation and regulations and advocates on behalf of clients to Congress and the Federal Transit Administration. She drafts legislation and comments on rulemakings for clients. She assists clients with undertaking transit New Starts and joint development projects. She also has significant experience advising clients on compliance with Section 13(c) (labor requirements), Buy America Act, Americans with Disabilities Act, Title VI of the Civil Rights Act, Charter Bus and Tripper service requirements

Airports and Aviation

Ms. Lent represents airports, fixed-base operators, airlines and developers. She assists airports in securing funds under the Airport Improvement Program and implementing projects once funds are secured; advising on distribution of funds under the discretionary and entitlements programs; and advising on passenger facilities charges, grant assurances, Letters of Intent and benefit-cost analyses. She has advised public- and private-sector clients seeking to acquire, develop or operate airports regarding rules on revenue-producing aspects of airports and other federal requirements, including grant assurance requirements. Ms. Lent also represents airlines on a host of policy and regulatory issues, including compliance with federal aviation regulations. She also represented a flight school with regard to FAA compliance.

Federal Motor Carrier Safety Compliance

Ms. Lent advises motor carriers on matters related to compliance with FMCSA regulations. She represents clients in enforcement matters before the FMCSA. She also drafts requests for advisory opinions and comments on rulemakings. She is experienced with the DOT registration, hours of service and drug and alcohol testing requirements among other issues.

Representative Matters

Ms. Lent's representative matters include:

- advising the Port of Long Beach on a range of issues related to federal funding, project development and TIFIA financing

- advising the Transportation Corridor Agencies, a public toll road authority in Orange County, California, regarding efforts to complete the last segment of the authority's toll road system, including advice and advocacy regarding project permitting and involving innovative financing
- representing the City of Houston on federal policy issues, including grant opportunities, economic development, transportation and housing policy
- advising the Houston Airport System on federal programs and policies
- advising the Fort Lauderdale Downtown Development Authority, Broward County Transit and the South Florida Regional Transportation Authority on legal, technical and political strategies for advancing the proposed streetcar circulator project through the Federal Transit Administration approval and funding process
- advising the Rochester-Genesee Regional Transportation Authority (RGRTA) on project development and environmental permitting matters, procurement issues and compliance with federal transportation laws
- assisting the Niagara Frontier Transportation Authority (NFTA) with identifying federal funding opportunities, developing airport and transit projects and undertaking an analysis of whether to extend the existing light rail system.

Public Service

- Served as a member of the transportation advisory committee for a presidential transition
- Counsel to the Subcommittee on Surface Transportation, U.S. House of Representatives Committee on Transportation and Infrastructure
- Counsel, Investigations and Oversight, U.S. House of Representatives Committee on Transportation and Infrastructure.

Articles

May 29, 2012	"Court Dismissed Lawsuit Challenging Section 1705 DOE Loan Guarantees"
December 12, 2011	"Lawsuit Filed to Invalidate Section 1705 of DOE Loan Guarantees"
July 2009	"TARP and the Stimulus - Keeping Them Honest" The Metropolitan Corporate Counsel



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Education

B.S., Canisius College, 1977

Areas of Experience

Policy and Regulation • Public Law and Policy • Federal Funding Policy • Sovereign Governments Policy • Transportation Policy and Regulation • National Security and Defense Policy • National Security • Aerospace and Defense • Transportation

L. William Paxon advises public and private sector clients on policy issues.

Practice & Background

A five-term member of Congress from New York State, Mr. Paxon played a key role as chairman of the National Republican Congressional Committee (NRCC) in electing and re-electing the first House GOP majorities since the 1920s.

The authoritative Almanac of American Politics termed Mr. Paxon “a triumphant national leader” who is “one of the party’s best political brains” and “best natural politicians.”

Following his 21-year career as a county, state and federal legislator, Mr. Paxon joined the law firm of Akin Gump Strauss Hauer and Feld LLP, where, since January 1999, he has advised a wide range of public and private sector clients on policy issues. He has consistently been rated one of Washington’s top lobbyists.

In 1992, after just two terms in Congress, Mr. Paxon was unanimously elected by House Republicans as the first new chairman in 16 years at the NRCC, the campaign organization responsible for electing

Republicans to the U.S. House of Representatives.

In that role, Mr. Paxon won acclaim for his efforts to revitalize the NRCC, and he spearheaded the historic 1994 “Republican Revolution” that captured the House by gaining 54 seats and electing a remarkable 73 freshmen Republican members.

He was reelected NRCC chair for the 1996 election cycle and again led the House GOP to a stunning victory in retaining the first House Republican majority in 68 years.

Since leaving Congress, Mr. Paxon has remained active as a senior leader of the Republican Party and a key fundraiser for GOP candidates and causes; in 2001, he chaired the Bush-Cheney Transition Advisory Team.

While in Congress, Mr. Paxon served as chair of the House Leadership, founded the House Republican Israel Caucus and was a member of the following committees: Energy and Commerce, Banking, Budget, Small Business and Veterans Affairs.

As a member of the House GOP Leadership for five years, Mr. Paxon was intimately involved in crafting and executing a wide range of legislative initiatives, including the historic “Contract with America,” welfare reform, and tax relief and economic growth policies.

Originally from the rural upstate New York community of Akron, near Buffalo, Mr. Paxon began his political career at age 23, when he won election to the Erie County Legislature, then to the New York State Assembly and finally, at age 34, to the first of his five terms in the U.S. House.

His congressional district spanned the suburban and rural areas surrounding Buffalo and Rochester, along the shores of Lakes Erie and Ontario, and through the Finger Lakes to Auburn near Syracuse.

Mr. Paxon serves on the Board of Directors of the Delaware North Companies, a global leader in hospitality and food services.

Mr. Paxon is married to former U.S. Representative Susan Molinari, who is Google Inc.’s head of government affairs for the Americas. They have two daughters and reside in Alexandria, VA.



Vic Fazio

Senior Advisor

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Education

B.A., Union College, 1965

Areas of Experience

Coalitions and Associations • Communications, Media and Entertainment Policy • Education Policy • Federal Funding Policy • Legal Reform • Policy and Regulation • Public Law and Policy • Sovereign Governments Policy • Transportation Policy and Regulation • Aerospace and Defense • National Security • Trade Associations • Transportation

Former U.S. Congressman Victor H. Fazio advises clients on a range of public policy and government relations issues.

Practice & Background

Mr. Fazio served for 20 years as a member of Congress, representing California's 3rd District. During his tenure of distinguished public service, he was appointed to the House Appropriations Committee, serving as a subcommittee chairman or ranking member for 18 years. He was also a member of the Armed Services, Budget, Ethics and House Administration committees. In addition to his role on the Appropriations Committee, Mr. Fazio was active in the Democratic leadership of the House, holding several appointive and elected positions. He served as the vice chair of the Democratic Caucus from 1989 until 1994, when he was elected chairman, the third-ranking position in the House. He was the chairman of the Democratic Congressional Campaign Committee, the political arm of the House Democrats, for four years in the early 1990s. He also was a majority whip-at-large and served as a regional representative on the Democratic Steering and Policy Committee.

Before his election to Congress, Mr. Fazio served in the California State Assembly. Prior to being elected to public office, he was a senior assistant to the speaker of the California Assembly.

After his retirement from Congress in 1998, Mr. Fazio served as the co-managing partner of strategic communications consulting firm Clark & Weinstock in Washington.

Mr. Fazio is a graduate of Union College in Schenectady, New York, and served as a CORO Foundation Fellow in California upon graduation. He has a significant background in journalism and co-founded the *California Journal*, a periodical covering state government and politics.

Awards & Accolades

- Consistently named by *The Hill* as one of Washington, D.C.'s "Top Lobbyists" (2005-2013)
- Named among the 30 most powerful lobbyists in Washington, D.C. by First Street Research Group (2011)

Community Involvement

Mr. Fazio is involved in community, civic and charitable activities that include serving on numerous boards including:

- The United States Association of Former Members of Congress
- Northrop Grumman Corporation
- National Parks Conservation Association
- the Campaign Finance Institute
- Energy Future Coalition
- the Committee for a Responsible Federal Budget
- Center for Strategic Budgetary Assessments
- The Information Technology and Innovation Foundation
- UC Davis Medical School Advisory Board
- Advisory Board Member of the Congressional Management Foundation

Articles

January 6, 2014

"The Most Interesting Races of 2014"

Politico Magazine

January 3, 2014

"Why They Mattered: Tom Foley"

Politico Magazine

December 10, 2013

"How to Save Congress: Bring Back the Old Bulls"

Politico Magazine

March 11, 2013

"Solutions to our manufacturing problems"

Politico Magazine

October 31, 2011

"Take Action on Debt Before Fiscal Crisis Hits"

Roll Call

September 12, 2011

"What Drove Congress To Become So Polarized?"

Politico

Tab 16(b)

Tab 16(b): Environmental Commitment

Akin Gump is keenly aware of the impact of our everyday office operations on the environment. Our Corporate Social Responsibility includes environmental leadership in business as well as in the communities we serve. This proposal is printed on 100 percent post-consumer recycled paper.

Energy Conservation

We have taken measurable steps to improve our impact on the environment, including leasing the majority of our offices in LEED certified buildings and a commitment to purchase renewable energy credits to offset electricity used for business operations. We are committed to energy efficiency through our participation as a partner in EPA Green Power Partnership program.

Waste Reduction

Through our current firm-wide recycling program, we have achieved an annual greenhouse gas reduction of two metric tons per year, as calculated by the EPA WARM model. However, we understand that we must keep pushing forward and stand firm in our commitment to reduce waste in our business operations.

Through our leadership in the Best Paper Practices and WasteWise programs, two components of the ABA-EPA Law Office Climate Challenge, we have adopted best practices for reducing waste, including purchasing copier and printer paper with at least 30% post-consumer recycled content, by instituting a firm-wide recycling program among all attorneys and staff for mixed office paper and by adopting a firm-wide strategy of setting our office printers to default to double-side printing

- Electronic invitations, announcements, newsletters, and external communications are distributed to reduce the amount of paper used in marketing
- Meetings are held via webinar and videoconference, when appropriate, and materials are presented electronically to reduce reproduction of documents.

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