



**Federal Lobbying Services Proposal
Solicitation # RFP-4612-19-JE**



Submitted By:
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6/20/2019

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Letter of Interest/Transmittal

City of Hollywood, FL
City Hall
Procurement Services Division
2600 Hollywood Boulevard, Room 303
Hollywood, FL 33020

To Whom It May Concern:

I submit this Letter of Interest to notify the City of Hollywood, FL of The Cormac Group, LLP's intent to submit the attached proposal in response to RFP# 4612-19-JE for Federal Lobbying Services.

The Cormac Group has decades of experience representing Florida municipalities in Washington. We have a proven track record of helping Florida cities win Federal grants, amend important pieces of legislation and change Administration policies on key issues. Our firm also has strong ties to the two Florida Senate offices and two House members representing Hollywood, FL in Congress.

The team has a broad background with clients ranging across various fields of industry and issue bases. There is no one specific area in which we are more heavily weighted in than others, as we collectively advocate for our different client's needs. Team Principals and Advisors represent a multitude of clients in the technology, transportation, tax, municipal, energy, environment, healthcare and education space utilizing their years of experience working as former Congressional staff and Executive Branch political appointees.

The background and contacts of the Principals and Advisors of the team enable us to offer our clients timely congressional updates, strategic approaches and creative solutions that give them the ability to achieve their goals. Through our years as staffers and lobbyists, we know it is crucial to become involved in the early stages of project development so we can find related Federal funds and implement a strategic plan to secure funds and favorable legislative initiatives for our clients.

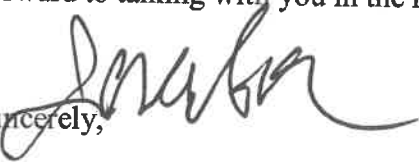
It has also been our privilege to have represented the City of Hollywood, FL for almost twenty years, having worked on many successful endeavors such as the inclusion of CDBG/HOME funding in the FY19 Omnibus, the Arts Park, a FEMA reimbursement of \$4.6 million and currently a Postal Zoning issue. One of the main reasons we have been so successful over the years is that we limit the number of municipalities we represent in South Florida. In this manner, your issues are always our top priority.

Jonathan Slade and Colin Mueller, with The Cormac Group, will be the main points of contact for the purposes of the response to the RFP and can be reached at:

The Cormac Group, LLC
1730 Rhode Island Avenue, NW
Suite 317
Washington, DC 20037
202-467-4700
JS@thecormacgroup.com

Thank you for the opportunity to participate in this RFP for Federal Lobbying Services. We look forward to talking with you in the near future.

Sincerely,



Jonathan B. Slade
Principal

II. Profile & Qualifications

JONATHAN SLADE: Before joining The Cormac Group as a Partner, Jonathan Slade served as the Director of the Washington office and Senior Vice-President at The MWW Group. During his tenure at MWW, he helped major municipalities, international companies and non-profit organizations achieve their goals in Washington. Both as a Hill staffer and in the government affairs world, Jonathan has developed a well-known reputation for resolving complex legislative issues and regulatory matters.

Due to his Florida ties, Mr. Slade has personally and professionally known Senator Bill Nelson and Congresswoman Debbie Wasserman Schultz for over fifteen years and works regularly with the offices of Congressman Mario Diaz-Balart, Congresswoman Frederica Wilson, Congressman Ted Deutch, and Congresswoman Lois Frankel. Given his strong Florida ties, he interacts with the Hollywood, FL Congressional delegation on a daily basis.

He currently represents major municipalities, companies and universities in South Florida. He is particularly known for using innovative ways to help his clients secure funds in Washington from different Federal agencies through congressional appropriations and Federal grants.

Mr. Slade's ties to Hollywood, FL go back to 1982 as he has worked with the City in multiple capacities in both the public and private sector. He also had his own public affairs company that focused on helping Florida companies and organizations achieve their objectives in Washington. Before entering the government affairs arena, Mr. Slade worked as a legislative assistant for former Congressman Larry Smith (D-FL). While working on the Hill, he oversaw many foreign affairs, trade, communication and labor issues for the Congressman. Mr. Slade also served as Executive Director of College Democrats of America, in which he ran all the national student programs for the Democratic National Committee.

In addition to working at The Cormac Group, Mr. Slade served as an adjunct professor to the Graduate School of Political Management at The George Washington University, where he taught courses on both state and local lobbying and advanced lobbying strategies. As part of his academic activities, he has been invited to give lectures throughout Latin America on lobbying and public affairs including speaking before the Mexican Congress.

Mr. Slade received his B.A. in political science from George Washington University with honors and his Juris Doctor from the National Law Center at The George Washington University as well.

COLIN G. MUELLER: Prior to joining The Cormac Group as an Associate Partner, Colin Mueller was a Partner with Cardenas Partners, LLC and Director of Government Affairs at Tew Cardenas LLP. During this time he worked on multiple client issues including healthcare, Indian Affairs, energy, financial services, federal appropriations and transportation. He has also served for over ten years in both legislative and political capacities with multiple members on Capitol Hill including Senators Bill Nelson (D-FL), Patrick Leahy (D-VT), Carl Levin (D-MI) and Mary Landrieu (D-LA).

He served for over seven years on the staff of Senator Bill Nelson (D-FL) and most recently worked as his Deputy Chief of Staff/Special Projects Coordinator handling healthcare related issues pertaining to Medicare and Medicaid, federal appropriations, Indian affairs and banking.

In the private sector, he has represented multiple healthcare interests including The Kessler Foundation, U.S. Preventive Medicine, Preferred Care Partners, Palmetto Health Systems, Villages Regional Hospital and the National Biomedical Services Inc. He also works closely with a number of financial institutions advising them on the effects of Medicare regulations under healthcare reform. Additionally, he represented multiple Florida municipalities and has a proven track record in securing Federal funding for his clients. Mr. Mueller has previously represented Broward County, Miami-Dade County, Monroe County, City of Doral, City of Coral Gables and the Village of Palmetto Bay.

During healthcare reform (ACA), Mr. Muller worked closely with members of the Senate Finance Committee to insert language within ACA that lowered the MLR (Medical Loss Ratio) requirement, included quality bonuses, and extended the time period that Medicare Advantage Insurers needed in order to meet the new MLR requirement. Once ACA became law, Mr. Mueller worked closely with various political and career CMS officials to define, within the regulations, what private insurers could list as a cost attribute to their new MLR requirement.

Mr. Mueller holds an honors degree in Political Science from Rollins College and his MBA from George Mason University School of Management. He is also a Volunteer Firefighter with the Arlington County Fire Department in Virginia.

JOHN W. TIMMONS: An attorney, lobbyist and former Congressional aide, John Timmons, Partner, brings to The Cormac Group access to political leadership gained over 30 years of experience in Washington, D.C. At the law firm of Higgins, McGovern & Smith, he specialized in technology, telecommunications, transportation and consumer law. While there he played a key role in the passage of AIR-21, a revolutionary piece of aviation infrastructure and pro-competition legislation. He has led numerous clients successfully through the legislative and regulatory processes and his in-depth knowledge on issues such as deregulation has enabled him to serve as a resource for Senators, Congressman and their staffs. He is currently recognized as one of Washington's leading aviation lobbyists.

Prior to his tenure at the firm, Mr. Timmons was Senior Managing Director in the Washington, D.C. office of Hill and Knowlton where he counseled numerous business leaders, both national and international, on a variety of crucial corporate matters. In his previous position as Vice President of Government Affairs for America West Airlines, he was the principal strategist for political achievements at the Federal level, and additionally developed and implemented strategies to help the company reach its state and local public affairs goals.

Formerly, Mr. Timmons was Senior Minority Counsel for the Senate Committee on Commerce, Science and Transportation. Working with Senate and House counterparts and building consensus, he was the primary minority staffer responsible for drafting and passage of the Airport Noise and Capacity Act and the Aviation Security Act. Prior to joining the Committee, he served as Deputy Assistant Secretary for Government Affairs, U.S. Department of

Transportation where he was the Department's principal liaison to Congress and the Executive Branch. Mr. Timmons joined the Department after serving as Senator John McCain's legislative counsel. In that capacity, and as legislative director, he worked to advance Senator McCain's legislative agenda with particular emphasis on commerce, energy and environmental issues, authoring several bills involving public lands.

Mr. Timmons holds a Juris Doctor degree from Washington & Lee University, School of Law, and a B.A. from Albion College.

PATRICK H. WILLIAMS: A recognized advocate for new market entrants, Pat Williams, Partner, has built extensive relationships throughout Congress, the Executive Branch and industry during his three decades on the Washington political scene. Prior to joining with John Timmons to form The Cormac Group, he headed his own successful consulting and lobbying firm, Pat Williams and Associates. Earlier he gained additional client-focused experience at the firm of Higgins, McGovern & Smith, where he lobbied technology, environment, healthcare and privacy issues before various House and Senate Committees, including Commerce, Judiciary and Appropriations.

Before joining the firm, Pat served as Vice President of Federal Affairs for AT&T Corporation. In that capacity he managed 40 lobbying and consulting firms, dozens of internal government affairs professionals and a multi-million dollar budget. He led AT&T's lobbying team in strategic planning, building industry coalitions and implementing successful grassroots campaigns. Mr. Williams played a major role in all AT&T matters related to the Federal government, including Department and Agency activity related to telecom networks and services. With intricate knowledge of the telecommunications industry, Mr. Williams played a key role in the development and passage of the landmark Telecommunications Act of 1996. Prior to working at AT&T, Pat served as the leading advocate for MCI Corporation, supervising MCI's Federal procurement program and all matters related to telecommunications policy.

While with the Telecommunications Industry Association, Pat initiated the organization's lobbying and public relations efforts. Representing 600 telecommunications equipment suppliers, he served as the association's chief liaison with Congress and the Executive Branch, focusing on Regional Bell Operating Companies' re-entry into manufacturing. Successfully working to ensure a competitive marketplace at home and abroad, Williams is credited with impacting the substantial growth the U.S. telecom equipment manufacturing industry experienced during his tenure at TIA.

Mr. Williams gained extensive legislative experience while serving on the staffs of Congressman Dennis Hertel and Congressman Jim Blanchard. With Congressman Hertel, Pat developed a strong relationship with members of the House and Senate Armed Services Committees as he worked with counterparts to forge legislation such as the DoD Authorization bill. He received his B.A. from the University of Maryland. As a native of Washington, D.C., Pat is active in a variety of local and national charitable organizations.

JAMES E. LINK: A partner with The Cormac Group who brings over seventeen years of lobbying experience as well as eight years of Capitol Hill experience to the firm, Jim Link joined The Cormac Group from The American Capitol where he served as a partner and government affairs counsel. Previously he worked at Fleischman and Walsh, where he built an impressive lobbying practice comprised primarily of health care, non-profit and corporate clients. Prior to that, he led the government relations team at the National Association of Chain Drug Stores where he served as the association's chief lobbyist as Vice President of Federal Government Affairs. In that capacity, he developed and executed lobbying strategies on behalf of the association's members, including CVS, Walgreens, Kerr Drugs, Longs Drug Stores, Albertson's and Rite-Aid on issues including Medicare reimbursement and Medicaid, as well as labor, tax and trade issues. Prior to NACDS, Mr. Link was co-manager of the Washington, DC office for The MWW Group and was the chief lobbyist for the American Iron and Steel Institute.

While on Capitol Hill, Mr. Link spent nearly four years as a top aide in the Senate Republican Whip office and as legislative assistant for Senator Alan Simpson (R-WY). He helped manage the Senator's leadership and Senate floor responsibilities and participated in Republican leadership strategy meetings on pending business and future floor action. He also directed the Senator's legislative initiatives relating to health care, labor, banking, commerce and telecommunications and was a primary speechwriter for the Senator. His other posts on Capitol Hill include serving as an aide to then-Representative William Dickinson (R-AL), Representative Dick Cheney (R-WY), as well as a fundraiser for the National Republican Senatorial Committee.

Mr. Link holds a Bachelor of Arts degree in Political Science from Miami University (Ohio) and a Master of Business Administration in International Business from The American University in Washington, DC. Mr. Link was a Bryce Harlow Scholar while attending The American University.

TOM KAHN: Worked in senior positions in the U.S. Congress for more than three decades. Prior to 2016 he spent twenty years as the staff director for the U.S. House of Representatives' Budget Committee where he oversaw each of the major bipartisan federal budget negotiations. Subsequently, he was legislative director of a national labor union. Because of his broad budget experience, the Washington Post called him a "budget master." Before joining the Budget Committee, he served on the personal staff of Congressman John Spratt. Kahn graduated magna cum laude from both Tufts University and Georgetown University Law Center, where he served as an editor of the Georgetown Law Journal.

Mr. Kahn is a member of the Council on Foreign Relations and is a Fellow of the National Academy of Public Administration. He is also a member of the American Jewish Committee's Board of Governors where he serves as co-chair of the Latin American Institute.

Firm Profile

With decades of experience in helping local municipalities, corporations and non-profit groups, The Cormac Group (TCG) Principals and Advisors have been at the forefront of major debates addressing historic changes across various marketplaces including healthcare, energy, transportation, telecommunications and higher education. TCG continues to specialize in a wide array of Federal funding, transportation, aviation, Indian affairs, healthcare and telecommunications issues. In this capacity we have represented multiple municipalities and tribes in securing millions of dollars in funding through Federal appropriations and grants.

The background and contacts of the Principals and Senior Advisors at TCG enables our firm to offer our clients timely congressional updates, strategic approaches and creative solutions that give clients the ability to achieve their goals. Through our years as both staffers and lobbyists, we know it is crucial to become involved in the early stages of project development so that we can find related Federal funds and develop and implement a strategic plan to secure funds and favorable legislative initiatives for our clients.

As one of Washington, DC's premier, national, boutique lobbying firms, The Cormac Group, LLP specializes in providing a hands-on approach to our clientele. Our clients have unfettered access to all Principals and Senior Advisors within our organization regardless of the issue. We pride ourselves on our thorough knowledge of the political process and connections on Capitol Hill and have had tremendous success on behalf of our clients through this approach.

Members of The Cormac Group have worked extensively throughout the years with comparable government entities, such as Hollywood, FL, specifically within South Florida. Some of our previous government sector work includes, but is not limited to: Miami-Dade County, Monroe County, City of Doral and City of Coral Gables. Currently, The Cormac Group represents the City of Hollywood, FL; City of Pembroke Pines, FL; City of Sunrise, FL; and Broward County, FL. TCG covers all aspects of work for Hollywood and Broward County but specifically focuses on transportation, HUD, FEMA and healthcare related issues. Working for both the County and the City gives TCG the ability to jointly advocate on a number of issues that are beneficial to both municipalities. In this manner, The Cormac Group has been very successful in joint lobbying endeavors in the past.

The Cormac Group worked closely with City officials in regards to a Hurricane Wilma FEMA reimbursement issue in which TCG was able to expedite the review process through a series of meetings with the Congressional delegation, senior FEMA officials and professional staff within the Environmental Protection Agency. Working on this issue for the City was indeed a challenge, but one that we eventually saw to fruition. In June of 2013, after advocating on behalf of the City, FEMA finally agreed to reimburse the City of Hollywood for the full \$4.6 million owed in cleanup costs.

TCG has a great deal of experience in transportation and appropriations issues, as well as mobilizing the relevant committees and Florida delegation. We are innovative, proactive and work quickly. For example, we approached the City of Hollywood with an idea and were able to mobilize the Hollywood congressional delegation in just two weeks and secure a \$1.8 million allocation for road improvements relating to the new ArtsPark project in a House-passed

Transportation bill. We went on to obtain \$1 million for the project in the Senate companion bill.

TCG also obtained passage of an amendment to the Transportation Technical Corrections bill that allocated \$1 million for the North Young Circle project and worked with Senator Nelson's office, Federal Highway Authority and FDOT to obtain the nearly \$1 million in funds for the North Young Circle project.

TCG personnel were instrumental in writing and enacting a provision which gave a major airline client the ability to secure a unique economic opportunity. We worked through the regulatory process to ensure a competitive opportunity was awarded to our client. We achieved this in two consecutive FAA reauthorizations.

We were part of a team that negotiated with transportation and environmental interests to achieve a regulation which provides for substantial environmental protection while allowing for satisfactory business engagement.

TCG staff were also part of a team that helped the Doral City Council and Transportation Planning office on light rail right of way issues involving the implementation of a trolley circulator within the City. Our staff helped secure over \$1 million in funding for the Doral Transit Circulator in 2009 and 2010 which allowed for a feasibility study and implementation, including the purchase of two new trolleys. This program, launched in February 2008, allows the City to provide public transportation services to help alleviate some of the traffic congestion and reduce carbon emissions within the City and Miami-Dade County.

Working with Broward County officials, TCG staff were able to help them acquire twelve new Customs and Border Protection (CBP) officers to assist them at both Port Everglades and Fort Lauderdale/Hollywood International Airport. This was the largest number of CBP officers designated to any county across the entire U.S.

The Cormac Group has also been working on behalf of the Hopi Tribe throughout a water rights settlement negotiation with the Navajo Nation and affected non-Indian parties. Working directly with Senators Kyl and McCain, who introduced the "Navajo-Hopi Little Colorado River Water Settlement Act" on February 14th, 2014, this proposed settlement of the Little Colorado River addresses the short-term water needs of the Hopi people. The proposed settlement would provide a water project for the Hopi Tribe that would make water accessible to every Hopi village in the form of a pipeline from Moenkopi on the west end of the reservation to Keams Canyon on the east. The bill also provides a mechanism for advancing discussions toward protecting the aquifers and springs on and surrounding the Hopi reservation.

Furthermore, TCG has been able to secure grant funding from the Department of the Army's Congressionally Directed Medical Research Program. This funding will provide crucial research support to the Department of Defense on the current work they are doing on Gulf War Illness and veterans affected by this condition. TCG was also able to help further expand VA-PACE funding to Miami Jewish Health Systems providing much needed homecare for elderly veterans.

Currently, we represent the City of Sunrise, FL and Broward County, FL. Marty Cassini with the County and Richard Salaman with the City can be reached at:

Broward County, FL
115 S. Andrews Avenue
Fort Lauderdale, FL 33301
Phone: 954-357-7575
Fax:
Email: mcassini@broward.org

City of Sunrise
10770 West Oakland Park Boulevard
Sunrise, FL 33351
Phone: 954-746-3430
Fax: 954-746-3439
Email: rsalaman@sunrisefl.gov

The location from which all work would be performed on behalf of Hollywood, FL would be from our Washington, DC location. TCG has not been involved in any litigation in the past five years, nor is there any current pending litigation arising out of our performance.

III. List of Clients:

Fox Corporation	HeartFlow
American Airlines	Hope Medical
Americans for Puerto Rican Self-Determination	City of Hollywood, FL
Bank Mobile	Intralot
Broward County, FL	Kairos Partners
Bacardi	Kessler Foundation
Cardtronics	Manipal Ed
City of Pembroke Pines, FL	MDSave
City of Sunrise, FL	Midwestern University
Costa Farms	MSP Recovery
CSU Global	PDV Wireless
ECPI	Sprint
Environmental Litigation Group	University Technical Institute
Equinox/R3 Education	US Education Services
Foundation for Human Rights in Cuba	US WorldMeds, LLC
Free Conference Corp.	Participate Education
Franciscans	Vme Media
Golden Tree	WANADA

IV. Key Issues to Hollywood, FL

The City of Hollywood, FL has a unique array of Federal priorities that span a multitude of Congressional Committees and Federal Agencies. From sober home regulation and the Department of Housing and Urban Development to FEMA and Federal reimbursement of de-obligated funds, TCG has a significant amount of expertise and experience in this arena.

Given our years of experience in these areas we have a tremendous understanding and knowledge of the City's key issues, as outlined below:

1) Postal Zoning:

In the 1990's the United States Postal Service (USPS) identified the growing problem of citizen's addresses being improperly designated solely by ZIP Code and not their actual city of residence. Since ZIP Codes are often not aligned with municipal boundaries, millions of Americans have mailing addresses in neighboring municipal jurisdictions.

These disparities often lead to delays in mail delivery, higher insurance rates, confusion in voter registration, misdirected property and sales tax revenues for municipalities, as well as changes in property values. Many communities complain that the need to use mailing addresses of adjacent areas robs them of a community identity.

Since then there have been numerous Congressional hearings and even proposed legislation, but the problem persists to this day. One way that TCG has been working to fix this issue is through the use of geocoding, utilizing the USPS's own Every Door Direct Mail service (EDDM). TCG has asked Congresswoman Debbie Wasserman Schultz to write a letter to the Postmaster General to discuss this possibility and has also been working with the League of Cities to push this issue to the forefront of the disparate municipalities around the country that are affected by this problem.

2) Funding for Homeless

Throughout the Federal government there are a number of funding programs that assist municipalities and counties in helping homeless families and individuals. Two such programs are the Department of Health and Human Services: Targeted Homeless Assistance Programs and the Department of Veterans Affairs: Health Care for Homeless Veterans Program. These two programs constitute the bulk of all Federal funding towards the homeless.

Within the Targeted Homeless Assistance Program there are specific grants that are geared towards municipalities like the City of Hollywood, FL such as Services in Supporting Housing (SSH) and Grants for the Benefit of Homeless Individuals (GBHI). These two grant programs are allocated directly to local communities and not through the state.

The SSH program helps prevent and reduce chronic homelessness by funding services, in conjunction with permanent housing, for individuals and families living with a severe mental and/or substance use disorder who are experiencing homelessness. Grants are awarded competitively for up to five years to community-based public or nonprofit entities.

GBHI is a competitive program that enables communities to expand and strengthen their treatment services for the homelessness. Grants are awarded for up to five years to community-based public or nonprofit entities. Services include substance abuse treatment, mental health services, wrap-around services, immediate entry into treatment, outreach services, screening and diagnostic services, staff training, case management, primary health services, job training, educational services and relevant housing services.

Aside from these two programs, one of the largest and most underutilized homeless grant programs is the VA's Healthcare for the Homeless (HCHV). HCHV sets out to fund community agencies providing services to homeless veterans. The purpose is to promote the development and provision of supportive housing and/or supportive services with the goal of helping homeless veterans achieve residential stability. What makes this program so unique is that it is one of only a very small handful of grants available to municipalities for high percentage use of "bricks and mortar" grant dollars. What this means is that, if awarded, a county or municipality may use up to 65% of the awarded grant on costs of construction, renovation, or acquisition of a building.

3) FEMA Review of Appeal

In October of 2005, Hurricane Wilma made landfall within the state of Florida, impacting the City of Hollywood and causing widespread damage within the community. Given the amount of debris and the threat to public safety, the City went ahead and removed these fallen trees and branches as well as all other storm-related debris. Post-Wilma, the City of Hollywood worked with FEMA on appropriate reimbursement of the cost to the City for the removal of this debris, which was eventually agreed upon after all project costs were 100% examined and validated on-site by FEMA debris specialists field staff during this project closeout.

Years after this disaster, the Office of the Inspector General unilaterally recommended deobligating a portion of these funds in the amount of \$552,832. The City appealed this decision back in September of 2012 and has still not received a response to their initial appeal. Furthermore, the Florida Division of Emergency Management fully agrees with the City of Hollywood and has responded that FEMA should provide the relief requested and that these funds should not have been deobligated.

4) Funding for Sewer Infrastructure

In an ever-changing environment where Federal dollars are becoming scarce, sewer and wastewater funding continues to be underfunded. Federal dollars, direct to local communities, have become even rarer as most of these funds have been redirected to the state. However, even under these circumstances there are a few grant programs that will continue to be funded in FY2019 and beyond that the City of Hollywood, FL can apply for.

Two such opportunities within the Environmental Protection Agency are the Clean Water State Revolving Fund and the Drinking Water State Revolving Fund.

The Clean Water State Revolving Fund (CWSRF) is a loan assistance authority for water quality improvement projects, administered by the Environmental Protection Agency and local state agencies. The CWSRF replaced the Clean Water Act Construction Grants program, providing loans for the construction of municipal wastewater facilities and implementation of nonpoint source pollution control and estuary protection projects.

Similar to CWSRF, the Drinking Water State Revolving Fund (DWSRF) was set up to make funds available to drinking water systems to finance infrastructure improvements within local municipalities and counties. The program also emphasizes providing funds to small and disadvantaged communities and to programs that encourage pollution prevention as a tool for ensuring safe drinking water.

Another program available to municipalities for Federal funding is the Department of Commerce's Public Works and Economic Development Program. The Economic Development Administration (EDA), at the Department of Commerce, is authorized to support community water and sewer projects. The purpose of the program is to promote long-term economic development and assist in the construction of public works and development facilities needed to support jobs in the private sector experiencing substantial economic distress.

5) Sober Home Regulation

Sober homes, also known as halfway houses, are supposed to be the finish line for newly recovered addicts. They are set up to help people who complete treatment programs integrate into society by giving them a place to live among peers who also are recovering.

Within the state of Florida, lax zoning regulations and an affordable housing market has allowed a number of sober homes to "pop-up" throughout the state, but especially in Broward County. Unfortunately, due to a lack of regulation, a number of sober homes have been opened that do not provide a proper environment for those suffering from addiction.

The Fair Housing Act and Americans with Disabilities Act (ADA) prohibit cities from specifying where sober homes may be located or from denying a person a place to live. Federal laws also prevent police from monitoring where sober homes are situated.

Moreover, since people in recovery are considered disabled under the ADA, the courts have ruled that it is discriminatory for cities to record where sober homes are situated. This has actually led to a number of court cases in Broward County in which municipalities have been sued by sober homes who claim they were in violation of the ADA.

As of February 2nd, 2018 Senator Marco Rubio has been working with the Attorney General's Office to find a federal solution to this problem without violating the ADA. Working with the Offices of the Inspector General (IG) at both the Department of Labor and Health and Human Services, Senator Rubio has asked them to investigate claims of kickbacks and false statements associated with federal health plans and private health plans acting as sober homes. Senator Rubio has also asked the attorney general to develop a strategy to target disreputable treatment centers and sober homes in Florida to ensure that they are prosecuted to the fullest extent of the law.

V. TCG's Experience with Hollywood's Issues

TCG has years of experience and success within the key issue areas delineated by the City of Hollywood, FL. Having represented the City of Hollywood, FL for over twenty years we have had a number of successes for the City, especially in the area of CDBG/HOME funding and FEMA reimbursements. Below you will find our expertise and past experiences with the issues discussed above on behalf of the City of Hollywood, FL as well as our other clients.

1) Sober Homes

In 2003, President George W. Bush announced a \$150 million treatment initiative called Access to Recovery, or ATR. Since then, \$30 million in Federal funds have gone to Hillsborough, Pinellas, Pasco, Broward and several other Florida counties, much of it for transitional housing – sober homes. Almost 300 halfway houses initially qualified for the money. Some were run by felons who took advantage of the very people they were supposed to help.

TCG worked with both the City of Hollywood, FL as well as Port St. Lucie, FL in building Federal support for help with the unrestricted and unregulated development of sober homes throughout the state of Florida. The main purpose of this advocacy effort was to seek guidance from the Federal government to create new standards and regulations for sober housing, allowing states and local communities to enact measures that would require these new living facilities to meet certain metrics before being founded.

During this effort, TCG met with the entire South Florida Congressional delegation and both Senate offices to bring new light and ask for guidance on this problem. Given the precarious nature of this problem, TCG was very clear in discussions with legislators that this was not an issue with allowing for sober homes but rather was necessary to ensure that those that were opened were legitimate enterprises. From these meetings, many Congressional delegation members such as Congressman Murphy, Congressman Diaz-Balart and Congresswoman Wasserman Schultz assisted us in meeting with the appropriate staff at the Department of Justice.

After meeting with senior level staff at the Department of Justice (DOJ), it was evident that their biggest concern was making sure that sober homes were not unduly being prohibited from being created within Florida communities, although they did recognize the need for some scrutiny within the process. After meeting with DOJ we worked with members of the Florida delegation on a letter to the DOJ, asking them to further weigh in with a series of guidelines that would protect both recovering addicts and homeowners in Florida.

2) Funding for Homeless Veterans

There are several programs run out of HUD and the Veterans Administration for homeless veterans. We strongly recommend that the City of Hollywood apply for several of these grants. Our firm has worked on many veterans issues and has been successful in mobilizing key Members of Congress to impact the VA policy and grant process. Whether it involved GI Bill funding or allocating funds for disability exams, we have submitted proposals to the VA and had both Florida delegation members as well as key Senate and House Veterans Committee members write letters and make calls to the VA. If Hollywood comes up with a good grant proposal, we are confident that a similar approach would help the City win several homeless veterans grants.

The Targeted Homeless Assistance Program grants would be a perfect opportunity for the City of Hollywood to pursue Federal funds for this problem.

TCG was also successful in getting clarification in the FY20 House Milcon/VA Appropriations bill allowing municipalities to work with local Veterans Service Organizations to access grant funding to help promote Veteran wellness, which could include temporary housing.

3) FEMA Experience

Members of The Cormac Group have extensive backgrounds in dealing with the Department of Homeland Security/FEMA from both their days as Capitol Hill staff as well as in the private sector. This is particularly true in regards to the work TCG did for the City of Hollywood, FL in reimbursement of \$4.6 million for debris removal post Hurricane Wilma.

In the wake of this catastrophic hurricane, the City of Hollywood hired emergency debris removal contractors as well as a debris management company to complete the removal of all debris within the confines of the City limits. This work was done from November 2005 and lasted through to the spring of 2006 with a total cost to the City of Hollywood of \$6,683,251.

Due to the enormous amount of damage to the City, Hollywood could not idly sit by and wait for FEMA so they continued forward with removal of tree and limb debris. All of which should have been covered under the Stafford Act which stipulates that FEMA is responsible for 90% of all obligated costs and the State 5%.

Eventually, the City of Hollywood was reimbursed for a total of \$1,992,171 which was based on the approval of the Office of the Inspector General, leaving a tremendous shortfall of over \$4.6 million in overrun costs that had been previously approved by FEMA for reimbursement. The City then approached TCG to assist them in getting FEMA to reimburse the City for the outstanding \$4.6 million that was previously agreed upon.

After talking and meeting with City officials to go over the issue, TCG setup a series of meetings with City officials, Hollywood's Congressional delegation and senior level officials at FEMA in Washington, DC. It was evident from these meetings that FEMA did not believe they were liable for the remaining \$4.6 million owed to the city. Working with the Congressional delegation, TCG had them send a letter to FEMA on behalf of Hollywood, specifically outlining the necessity of reimbursing the City.

With no further response from FEMA to their letter, Senator Nelson and Congresswoman Debbie Wasserman Schultz personally called over to Administrator Fugate to explain their displeasure at the situation. At TCG's urging, Congresswoman Debbie Wasserman Schultz coordinated an entire delegation wide meeting with senior FEMA officials to get an answer as to why the City of Hollywood still had not been reimbursed, especially after the numerous meetings, phone calls and letters that had been done on the issue.

During this delegation meeting FEMA finally agreed that they had made a mistake and that the City would be reimbursed for the outstanding \$4.6 million in debris removal. The City was officially notified in June of 2013 by both Senator Nelson and Congresswoman Debbie Wasserman Schultz.

4) Sewer/Wastewater Experience

Members of TCG have represented Monroe County, FL and were instrumental in getting them supplemental wastewater infrastructure funding through the Florida Quality Wastewater Improvement Plan via the Clean Water State's Revolving Fund. This money was used to help create a wastewater treatment plant in Key Largo. This supplemental funding of \$1 million allowed for the expansion of wastewater treatment throughout the more rural areas of the Florida Keys.

In working with the City of Hollywood, FL The Cormac Group was able to identify a clean drinking water grant that the City could apply for and brought this opportunity to their attention. Members of TCG also advocated the Florida delegation to help expand sewer/wastewater funding through the EPA and Army Corps of Engineers on behalf of Hollywood, FL.

5) Everglades Oil Drilling

TCG has been working with the South Florida Congressional delegation to prevent oil and gas companies from drilling within the Everglades, potentially impacting the local aquifer. The Florida First District Court of Appeal overturned a decision made in 2015 by the Florida Department of Environmental Protection to bar Kanter Real Estate from drilling on its land near the city of Miramar, which showed it could drastically hurt the local drinking water of thousands of Broward County residents.

Working with Congresswoman Wasserman Schultz, TCG is looking to get an amendment added to the House Interior Appropriations bill to prevent the drilling from occurring.

VI. Scope of Work/Federal Advocacy Strategy

Our management methods and communications with City staff would be designed to accomplish the specific purposes of the projects for which we are retained. Certain elements of our efforts, however, are universally applied to all client engagements. These elements include: a strict ethic of bipartisanship; operation as a functional extension of our clients in Washington, DC; aggressive two-way communication with our clients; the establishment of specific and measurable goals to achieve ambitious yet realistic objectives; a teamwork approach that best leverages our talents and strengths; and compliance with all applicable laws and the highest ethical standards.

Our Team brings more than 100 years of Federal experience to the table. Having represented the Federal interests of municipalities and having worked on Florida issues for decades, our experience in developing and pursuing municipal Federal agendas has been direct and immediate. We have a record of accomplishment on behalf of municipalities and non-profits of which we are proud. Our partnership with localities that we are intimately familiar with has been and will continue to be a central feature of our Federal practices.

The Team is a flexible organization that can adapt to the various nuances and issues of our clients. Some clients prefer a rigid outline detailing each step of the process, while others prefer to hit certain targets and then re-evaluate before proceeding. First, our Team will work with the City of Hollywood, FL to establish priorities and set goals, for which we will create a strategy and work plan. Then we will engage key stakeholders and interested parties as determined in consultation with the City of Hollywood, FL.

The Team can manage any federally related project in support of Hollywood, FL's Federal goals at the beginning of its term of representation. This is done initially through the following:

- Identify key stakeholders, decision-makers and opinion leaders at the Federal level that City of Hollywood, FL will be engaging on an ongoing basis. The starting point would be members of the City of Hollywood, FL Congressional Delegation.
- Draft correspondence and briefing materials to be used in support of the City of Hollywood, FL agenda.
- Facilitate meetings and schedule visits for City of Hollywood, FL officials with key congressional members and executive agency officials to brief them on the issues and needs of the agency. We would attend these meetings and conduct appropriate follow-up with members, committees, staff and agencies.
- Work closely with the relevant congressional committee chairmen and key members of Congress outside the Florida delegation to ensure that the City of Hollywood, FL's priorities are being consistently and appropriately advanced at the committee level in Congress and within the relevant Federal agencies.

On an ongoing basis, the Team can maintain a continuous presence for the City of Hollywood, FL in Washington, DC by engaging in the following activities:

- Proactively educate key administration officials, Congressional members and appropriate staff, and the relevant state officials on the City of Hollywood, FL's initiatives, priorities and agenda.
- Facilitate City officials testifying before key Congressional committees when appropriate, drafting testimony and preparing witnesses as needed.
- Conduct the appropriate Congressional member, committee and staff follow-up, along with related ongoing and targeted meetings with members and staff, on specific issues of concern.
- When appropriate, mobilize the City of Hollywood, FL Congressional Delegation on behalf of the City to engage the executive branch regarding issues of interest and importance.
- Attend key committee hearings and mark-ups in the House and Senate, as well as important regulatory hearings related to the City of Hollywood, FL agenda, and provide written summaries on these activities. Brief Congressional members on proposed legislation and draft questions for allies to ask at hearings and amendments that would accomplish the City of Hollywood, FL's objectives.
- Monitor all committees of jurisdiction related to the Federal agenda, review legislation that may affect priorities, and identify opportunities for the City of Hollywood, FL and policy changes that are adverse to the City's interests.

VII. Work Plan Development

Scoping: When selected by the City of Hollywood, FL for Federal representation, the Team would commence the first phase of activities. This would involve evaluating the City's current priorities pertaining to particular issues and identifying the strengths and weaknesses associated with those goals given the current Federal funding environment and your Congressional legislative priorities. Given the familiarity of our Team with issues of importance to major metropolitan areas and Florida specifically, we will not face a steep learning curve. Instead, we hope to hit the ground running and begin outreach to all members of the City of Hollywood, FL Congressional Delegation, relevant Congressional committees and Federal agencies. This is done to collect their perspectives on current priorities for integration into the City's long-term plans, including committees with jurisdiction over appropriations, tax, transportation, energy, natural resources and other key issues for the City.

Develop Action Plans: During the second phase, our Team would draft a strategic action plan that establishes specific goals and timelines for the various activities contemplated.

Final Review and Briefings: In the third phase of the project our Team, along with City officials, will review the drafted strategic action plan with the goal of modifying it based on changing priorities or circumstances, including revisions based on policy changes originating on Capitol Hill. These activities would lead to a formal strategic plan of action. If necessary, we would arrange to meet with City department heads in order to determine the Federal nexus and whether financial support for a city project could be secured.

Implementation: Upon approval of the strategic plan of action, our Team would embark upon a fourth phase involving a more intense period of outreach to the City of Hollywood, FL Congressional Delegation to present the plan and to enlist specific members to play roles in its execution. Furthermore, phase four would also involve the roll out of the plan to stakeholders in the City of Hollywood, FL and to secure both their cooperation and active involvement in the tasks included in the plan.

At this point in the process, we would work with county officials to introduce this plan to members of the City of Hollywood, FL Congressional Delegation. If funding related, we would execute the requisite procedural steps associated with appropriations requests, including: development of request summaries; draft request letters to jurisdictional subcommittees, testimony and supplemental correspondence, as required; collection of data and completion of member project request forms, as required; adherence to subcommittee deadlines; outreach to jurisdictional subcommittee staff and members; and appropriate intervention at various stages of the appropriations process, including House and Senate mark-ups (subcommittee and full committee), floor consideration and committee on conference deliberations.

VIII. Ability To Assign Appropriate Resources

The Cormac Group is always searching for new grant opportunities for its municipal and non-profit organization clients. We first develop a strategic plan with our clients which include its areas of expertise and needs for Federal funds. If there is an area where The Cormac Group does not have particular experience, we reach out to our strategic partners in the necessary field(s). In this manner we are always able to fully service our clients on all issue fronts.

We then search for grant opportunities within the various Federal agencies through researching grant announcements, meeting with agency officials about new projects, and sometimes convincing Congress to authorize new grant programs.

In the case of Hollywood, we meet with city officials in the beginning of each year to determine the new priorities and needs. We then work with the various Members of Congress to look for new grant opportunities. We also send city officials new grant opportunities once they are published. After Hollywood applies for a Federal grant, we usually have the two FL Senate House offices and some of the Fort Lauderdale House Members write letters and make calls to that particular Federal agency. Through this process, Hollywood has won new Federal grants in the housing, criminal justice and energy areas.

Every year we forward the City of Hollywood a number of various grant opportunities to help address the needs of the city. On average we send five to ten grants annually to the city. Some of the grants we have sent in the past are BUILD, HUD, COPS/Byrne and others just to include a few. Please see below:

- a) BUILD - availability of nearly \$7.1 billion for ten rounds of National Infrastructure Investments to fund projects that have a significant local or regional impact.
- b) HUD – Choice Neighborhood Stabilization Grant: \$500,000 grant opportunity to support the development of comprehensive neighborhood revitalization plans.
- c) Byrne – Justice Assistance Grants (JAG): grants provide funding directly to law enforcement agencies to support a range of program areas such as: crime prevention and education, corrections and community corrections.

We also represented the largest Jewish organization in the U.S. which receives annual grants from the Agency of International Development through the American Schools and Hospitals Abroad program. We first work with Congress to ensure this program receives an annual appropriation and then have the key Members of Congress write and call in support of our clients grant applications. In the last five years, the Hadassah Medical Organization has received nearly \$3 million in Federal funding.

TCG is fully prepared and able to comply with the reporting requirements, including deliverables, as described in the Scope of Work. The Team recognizes the importance of complete and regular client coordination and keeping the client informed.

In order to appropriately represent the City, it is critical that our Team become intimately aware of its current and future projects and interests. We would suggest regular interaction with the Director of Intergovernmental Relations on at least a weekly basis resulting in a two-way

exchange of information in addition to regular reports. While the preponderance of information will be coming to the City, our contributions can be more targeted and effective when we are most knowledgeable of the City's direct and indirect interests.

As mentioned, TCG prides itself on flexibility to meet the needs and goals of our clients. Therefore, we do not take a one-size-fits-all approach to updating our clients. We will provide regular reports to the City, but will consult with City staff to make formalize their preferences for content and format. That said, typically TCG reports contain a legislative update, recommendations/assignments for next steps and an overview of upcoming issues of interest to the client as well as suggestions regarding potential new projects.

IX. List of Accomplishments:

1) For the City of Hollywood, FL TCG has won over \$1 million in Congressional earmarks for police technology equipment and received an allocation of \$2.8 million through the Transportation Equity Act for road improvements. Our Team generated Congressional support through meetings and follow-up phone calls which led to over \$1 million in police staffing and outreach programs. In a world with no more federal earmarks, it has become increasingly important to think creatively on how to access federal funds.

Furthermore, Mr. Slade, Mr. Mueller and Mr. Timmons helped the City reach out to their Congressional delegation and lobby the executive branch to win over \$2 million in various Federal grants. Due to the Team's efforts, the City of Hollywood was the recipient of a \$200,000 Congressional earmark for new recreation and park equipment. TCG further mobilized Congressional support regarding opposing an expansion of Ft. Lauderdale airport into Hollywood.

In 2011, The Cormac Group worked closely with the City and specifically Congresswoman Debbie Wasserman Schultz and Senator Bill Nelson's offices regarding the City's appeal to FEMA for denial of previously approved hurricane disaster mitigation funds. Specifically, The Cormac Group was instrumental in setting up top level meetings with Senior FEMA officials and the Mayor of Hollywood in an effort to stress the need of immediate reimbursement of damages to the city from hurricane Wilma. We were successful in getting over \$4 million reimbursed to the City.

TCG was also successful in coordinating a number of visits to Washington, DC by City officials on the noise issue impacting the citizens of Hollywood due to Fort Lauderdale International Airport's runway expansion. Following up on these visits with the appropriate members of the Congressional delegation, they agreed to facilitate a meeting between city stakeholders and senior staff at the FAA. This meeting would give City officials leverage over the FAA to constructively come to an agreement on how to ameliorate the problem. TCG is currently working with the City on dates to fly to Washington for this meeting.

We also have a commitment from the FAA's Associate Administrator of Airports to meet with appropriate City officials on this issue to cut through the bureaucratic "red tape" and help the City of Hollywood.

At the request of the City, TCG was also recently successful in getting both Senators Nelson and Rubio to sign a letter of support to the Department of Transportation, on behalf of a TIGER grant for the Broward County MPO.

2) While representing Miami-Dade County, members of The Cormac Group were able to obtain millions of dollars in Federal funding. Working with Miami-Dade County officials we were able to obtain over \$500,000 for the Port of Miami River dredging project in an effort to expand access to the port. Members of the Cormac team were also able to secure over \$50 million for the building of SOUTHCOM headquarters within the county.

Furthermore, TCG was able to assist the County in creating one of the only Mortgage Fraud Task Forces in the country, securing funding of over \$150,000. While working on behalf of Miami-Dade County, Mr. Slade was able to secure the first ever appropriation for Jackson Memorial Hospital.

3) Working with Broward County, Florida The Cormac Group has assisted the County in acquiring around \$2 million in Federal grants over the past two years. Furthermore, The Cormac Group was instrumental in assisting the County in expediting the widening and deepening process of Port Everglades.

The Port Everglades Deepening & Widening Project feasibility study was authorized in the 1996 Water Resources Development Act (WRDA). Over the course of 18 years, the Army Corps of Engineers has extensively evaluated the project.

Using three different economic models to evaluate the benefits & costs of the project, the project was re-analyzed, resulting in a much higher project cost and significantly reduced benefit ratio to Port Everglades and Broward County.

The Cormac Group negotiated with the Army Corps of Engineers explaining to them the urgency of this issue and the need to issue a Chief of Engineers report for this project that allows for fully laden Post-Panamax ships at Port Everglades. Mobilizing the entire Congressional delegation, Members of The Cormac Group arranged for a stakeholders meeting in Senator Nelson's office to further discuss this issue with the Army Corps and the need to expedite the process.

After much deliberation the Army Corps agreed with the delegation thereby expediting the process for Port Everglades to move forward with the widening and deepening of the Port.

4) TCG staff was also part of a team that helped the Doral City Council and Transportation Planning office on light railway issues involving the implementation of a trolley circulator within the city. Our staff helped secure over \$1 million in funding for the Doral Transit Circulator which allowed for a feasibility study and implementation, including the purchase of two new trolleys.

This program, launched in February 2008, allows the City to provide public transportation services to help alleviate some of the traffic congestion and reduce carbon emissions within the city and Miami-Dade County.

4) Working with Broward County, Port Everglades and Fort Lauderdale Airport officials, TCG coordinated and implanted a legislative strategy that would help bring more Customs and Border Protection Officers (CBP). TCG was able to get report language implemented in the 2018 Omnibus Appropriations identifying the need for increased CBP officers around the country. In conjunction with this, we had a fly-in with all relevant stakeholders, South Florida Congressional delegation and senior CBP officials. Given the unique situation, whereby the airport and seaport share CBP officers, we were able to obtain 12 new officers for the county in 2019; the highest allotment given throughout the country.

X. Why The Cormac Group:

As mentioned before, members of The Cormac Group have decades of experience working in the Federal government, especially within the Florida Congressional delegation. We have come to be known as one of the premier boutique lobbying firms with strong relationships with the entire Florida delegation, especially with Senators Rubio and Scott and Representatives Debbie Wasserman Schultz, Mario Diaz Balart and the other South Florida Members.

Jonathan Slade has known and worked with Congresswoman Debbie Wasserman Schultz since she was a staffer in the Florida state legislature working on many issues important to municipalities in her district. Colin Mueller also works and speaks with the staff of the entire South Florida delegation on an almost daily basis.

TCG was also recently recognized by *Bloomberg News* as one of Washington DC's top 100 lobbying firms based on client success.

Apart from our strong ties with the Florida Congressional delegation we are very well connected and situated with all Members of Senate Appropriations, Armed Services Commerce, Veterans Affairs, Banking, Finance and HELP (Health, Education, Labor & Pensions) as well as House Appropriations, Armed Services, Ways & Means, Health and Veterans Affairs Committees.

Due to our in depth background and working knowledge of these issues for our clients we also have an extensive network of contacts within the following Federal agencies: Department of Defense, FEMA/DHS, CMS/HHS, Department of Labor, Department of Education, Department of Veterans Affairs and Department of Commerce. Through these relationships we have been able to effectuate a number of very positive and tangible results for our clients.

In conclusion, we strongly believe that we are the right firm to continue assisting the City of Hollywood, FL in Washington, DC. The Cormac Group has an extensive background in helping Florida municipalities on important Federal issues. Whether it involves finding the right Senate/House champion, applying for and winning Federal grants, or amending a moving piece of legislation to address city needs; we know how to solve these very pertinent and difficult issues.

Lastly, we are a small but focused firm where the partners and senior advisors do all the work and activate all their member and staff contacts to accomplish a client's goals. Unlike many firms in DC, we are willing to limit the number of FL municipal clients we work on to only a County and a city. This way we always provide a higher quality of service to our clients.

We look forward to hopefully meeting with city officials and further discussing how we might assist the City in Washington.

XI. Fee Statement

As you can see, we believe that The Cormac Group is a natural match to continue representing the City of Hollywood, FL and to promote your agenda in Washington. Due to the smaller nature of our firm, we are able to offer more reasonable fees and a higher level of service for our clients.

For the services discussed above we would require a monthly retainer of \$6,000 per month, or \$72,000 annually. This price includes everything discussed within the proposal as well as any expenses incurred by TCG while representing the City.

JONATHAN SLADE

EXPERIENCE:

2005-CURRENT

PRINCIPAL
THE CORMAC GROUP

Partner of specialized government affairs specializing in municipalities, non-profit groups and entrepreneurial companies. Key areas of firm focus include transportation, aviation, telecommunications, international affairs and education. Developed multi-faceted coalitions on major federal issues.

2002-2012

ADJUNCT PROFESSOR
THE GEORGE WASHINGTON UNIVERSITY

Taught courses in State and Local Lobbying and Advanced Lobbying Strategies at the Graduate School of Management. The focus on the course was developing comprehensive lobbying plans to specific legislative issues.

1991-2004

SENIOR VICE PRESIDENT
THE MWW GROUP

Director of the Washington office of one of America's leading public relations firms. Opened the DC office and built a \$4 million public affairs and government relations business. Supervised 12 full time public affairs employees. Washington office focused on appropriations, transportation, healthcare, and education.

1987-1990

VICE PRESIDENT
THE KEEFE COMPANY

Developed a lobbying practice centered on Florida non-profit groups and small companies. Worked on firm's international clients.

1983-1986

LEGISLATIVE ASSISTANT
REP. LARRY SMITH (D-FL)

Oversaw the Congressman's House Foreign Affairs Committee responsibilities. Worked also on, trade, communication and labor issues. Developed a strategy that led to the passage of several amendments to the Foreign Assistance Act.

1981-1982

DIRECTOR OF COLLEGE DEMOCRATS
DEMOCRATIC NATIONAL COMMITTEE

Oversaw all student affairs programs for the national Democratic Party. Developed the Hubert H. Humphrey Campaign training schools in six swing states.

EDUCATION:

1988

JURIS DOCTOR
NATIONAL LAW CENTER, THE GEORGE WASHINGTON UNIVERSITY

1981

BACHELOR OF ARTS, POLITICAL SCIENCE
THE GEORGE WASHINGTON UNIVERSITY

COLIN G. MUELLER

Phone: (202) 340-9165 | Email: cgmue11er1@gmail.com

Address: 406 13th Street SE Washington, DC 20003

PROFESSIONAL PROFILE

The Cormac Group, LLC · Washington, D.C.

Jan. 2011 - Present

Associate Partner

- ◆ Client issue focus on, Federal Appropriations, Cybersecurity, Technology, Telecommunications, Aviation Transportation, Federal Contracts/Grants and Veteran's Healthcare.
- ◆ Advise clients on all relevant upcoming legislation and its probable effect on their legislative priorities.
- ◆ Organize monthly fundraisers for various members of Congress and their campaigns.
- ◆ Created Veteran's coalition to expand privatized disability medical examinations through the Veteran's Benefits Administration.
- ◆ Helped clients setup federal Political Action Committee (PAC).
- ◆ Worked with technology companies, helping them access federal funding for their cloud and cybersecurity protocols.

Cardenas Partners, LLC · Washington, D.C.

Jul. 2010 - Jan. 2011

Partner

- ◆ Client Portfolio: Miami-Dade County, Monroe County, City of Doral, Village of Palmetto Bay, , U.S. Preventive Medicine, Mezerhane Inc., Preferred Care Partners, Central Florida Health Alliance, National Baromedical Services, Inc., ACD Telecom and Protecting America.org.
- ◆ Managed government relations practice with partners and spoke on Medicare Advantage policies before various insurance groups in regards to Healthcare Reform (PPACA).
- ◆ Concentrated client issue focus on Medicare/Medicaid surrounding PPACA (specifically the Medicare Advantage fix and Part D reimbursements), implementation of prevention policy within PPACA at HHS/CMS, Federal Appropriations, Telecommunications and Financial Services.

Tew Cardenas, LLP · Washington, D.C.

Jan. 2009 - Jul. 2010

Director of Government Affairs

- ◆ Client Portfolio: National Baromedical Services, Inc., Miami-Dade County, The City of Doral, Miami Dade College, NTI Industries, Global Diversity, U.S Preventive Medicine, ACD Telecom and Venture Capital Partners.
- ◆ Client issue areas focused on Transportation, Federal Appropriations, Federal Grants & Contracts, Telecommunications, and Financial Services.
- ◆ Managed the Tew Cardenas, LLP Political Action Committee and organized all D.C. fundraisers.

Office of U.S. Senator Bill Nelson · Washington, D.C.

Jun. 2001 - Dec. 2008

Deputy Chief of Staff | Special Projects Coordinator (Dec. 2006 - Dec. 2008)

- ◆ Handled issues pertaining to Transportation, Telecommunications, Appropriations, Indian Affairs, Banking and Finance.
- ◆ Worked with Chief of Staff on creating Federal legislative priorities and agenda for the 110th Congressional Session.
- ◆ Managed Washington, DC legislative staff of twenty along with Legislative Director.
- ◆ Oversaw monthly business roundtable meetings between industry leaders and Senator Nelson to discuss upcoming policy and legislation.
- ◆ Coordinated weekly inter-office meetings with Senate Commerce Committee staff to brief Senator Nelson on all Transportation and Telecommunication issues relevant to our legislative priorities.

Press Assistant (Jun. 2001 - Oct. 2001)

- ◆ Assisted Communications Director with daily press briefings.

PROFESSIONAL PROFILE (CONTINUED)

Bill Nelson for U.S. Senate · Washington, D.C. Oct. 2001 - Nov. 2006

D.C. Finance Director (*Jan. 2005 - Nov. 2006*)

- ◆ Developed \$20 million plus finance plan with senior campaign staff for Senator Bill Nelson's re-election campaign.
- ◆ Personally raised over \$3 million in PAC contributions with an additional \$1 million in personal money from D.C. area and \$8 million within the state of Florida.
- ◆ Managed finance operations; supervising six fundraisers in both D.C. and Florida.
- ◆ Oversaw and directed all candidate call time in respect to D.C. and Florida fundraising for campaign and various other committees and parties.
- ◆ Directed and staffed all D.C. functions and various Florida events, as well as oversaw and coordinated the direct mail program which raised \$2 million for the campaign.
- ◆ Managed Senator Nelson's Leadership PAC – Moving America Forward.

Political Director (*Aug. 2003 - Dec. 2004*)

- ◆ Raised over \$1.2 million for the campaign off-cycle within DC, Florida and nationally.
- ◆ Helped coordinate with Chief of Staff the implementation of the campaign framework for the 2006 election in regards to staffing, fundraising and overall 2006 campaign goals.
- ◆ Managed Senator Nelson's Leadership PAC – Moving America Forward.

Finance Assistant (*Oct. 2001 - Jan. 2002*)

Campaign Finance Consultants · Washington, D.C.

Feb. 2002 - Jul. 2003

Associate

- ◆ Focused on D.C. fundraising for multiple Congressional members including: Senators Maria Cantwell, Mary Landrieu, Patrick Leahy and Carl Levin's re-election campaigns.

VOLUNTEER EXPERIENCE

Cherrydale Volunteer Fire Dept. · Arlington, VA

Aug. 2011 - Present

Firefighter/EMT Volunteer - Certified Firefighter II, EMT-B, CPR, Hazmat Operations and FEMA ISA

EDUCATION

George Mason University School of Management | Master of Business Administration in Finance

Rollins College | B.A. in Political Science, Minor in Economics

ADDITIONAL SKILLS

Technical | MS Office (Word, Excel, Access, Outlook, PowerPoint), Lexis-Nexis, HTML Web Design

Languages | English Proficient - Conversational French & Spanish

Issue Date

City of Hollywood, Florida
Solicitation #RFP-4612-19-JE

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: The Cormac Group

Firm giving Reference: Bacardi North America

Address: 2701 South Le Jeune Road, Coral Gables, FL
33134

Phone: 786-264-8005

Fax: none

Email: kbodenstedt@bacardi.com

1. Q: What was the dollar value of the contract?
A \$120,000
2. Have there been any change orders, and if so, how many?
No
3. Q: Did they perform on a timely basis as required by the agreement?
Yes
4. Q: Was the project manager easy to get in contact with?
Yes
5. Q: Would you use them again?
Yes
6. Q: Overall, what would you rate their performance? (Scale from 1-5)
 5 Excellent 4 Good 3 Fair 2 Poor 1 Unacceptable
7. Q: Is there anything else we should know, that we have not asked?
No

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Kristin Bodenstedt Title: VP, Government Relations

Signature: [Signature] Date: 6/18/19

Issue Date

City of Hollywood, Florida
Solicitation #RFP-4612-19-JE

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: The Cormac Group

Firm giving Reference: Environmental Litigation Group

Address: 2160 Highland Ave Birmingham, AL 35205

Phone: 205-281-4446

Fax: N/A

Email: megallc1@gmail.com

1. Q: What was the dollar value of the contract?
A: \$90,000.00
2. Q: Have there been any change orders, and if so, how many?
A: No
3. Q: Did they perform on a timely basis as required by the agreement?
A: Yes
4. Q: Was the project manager easy to get in contact with?
A: Yes
5. Q: Would you use them again?
A: Yes
6. Q: Overall, what would you rate their performance? (Scale from 1-5)
A: 5 Excellent 4 Good 3 Fair 2 Poor 1 Unacceptable
7. Q: Is there anything else we should know, that we have not asked?
A: N/A

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Dr. Gerald Austin Sr.

Name: _____ Title: Chief Procurement Officer

Signature:  Date: 6/13/2019

Issue Date

City of Hollywood, Florida
Solicitation #RFP-4612-19-JE

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: The Cormac Group

Firm giving Reference: Broward County, FL

Address: 100 S. Andrews Ave Fort Lauderdale, FL 33301

Phone: 954-357-7575

Fax: N/A

Email: mcassini@broward.org

1. Q: What was the dollar value of the contract?
A: 186,000.00
2. Q: Have there been any change orders, and if so, how many?
A: No
3. Q: Did they perform on a timely basis as required by the agreement?
A: Yes
4. Q: Was the project manager easy to get in contact with?
A: Yes
5. Q: Would you use them again?
A: Yes
6. Q: Overall, what would you rate their performance? (Scale from 1-5)
A: 5 Excellent 4 Good 3 Fair 2 Poor 1 Unacceptable
7. Q: Is there anything else we should know, that we have not asked?
A: N/A

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Marty Cassini Title: Manager

Signature:  Date: 6-18-19

5-Year Grid of Successful Grants Applied For:						
	2014	2015	2016	2017	2018	2019 (YTD)
City of Hollywood, FL						
Community Development Block Grant				\$1,092,581		
Home Investment Partnership Program				\$375,514		
Total: \$1,468,095						
Kessler Foundation						
Congressionally Directed Medical Research Program - SCI			\$550,000			
Congressionally Directed Medical Research Program - TBI					\$1,250,000	
HHS-Exploratory/Developmental Grants		\$226,000		\$460,000		
Total: \$2,486,000						
Hadassah						
American Schools & Hospitals Abroad	\$700,000	\$1,000,000	\$1,000,000			
Ocean Frieght Reimbursement	\$30,000	\$25,000	\$25,000	\$25,000		
Total: \$2,805,000						
Broward County, FL						
Employment and Training Program (DoE)			\$4,000,000			
Home Investment Partnership Program					\$3,657,397	
Total: \$7,657,397						

**SWORN STATEMENT PURSUANT TO SECTION 287.133 (3) (a) FLORIDA
STATUTES ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR
OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS

1. This form statement is submitted to The City of Hollywood, FL
by Sonathan Stade, Partner for The Cognac Group
(Print individual's name and title) (Print name of entity submitting sworn statement)
whose business address is 1730 Rhode Island Ave. NW suite 317 Washington, DC 20036
and if applicable its Federal Employer Identification Number (FEIN) is 52-2301790 If the entity has no FEIN,
include the Social Security Number of the individual signing this sworn statement.

2. I understand that "public entity crime," as defined in paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any bid, proposal, reply, or contract for goods or services, any lease for real property, or any contract for the construction or repair of a public building or public work, involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misinterpretation.

3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in an federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that "Affiliate," as defined in paragraph 287.133(1)(a), Florida Statutes, means:

1. A predecessor or successor of a person convicted of a public entity crime, or
2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5 I understand that "person," as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or any entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies.)

Neither the entity submitting sworn statement, nor any of its officers, director, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

Issue Date

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime, but the Final Order entered by the Hearing Officer in a subsequent proceeding before a Hearing Officer of the State of the State of Florida, Division of Administrative Hearings, determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (attach a copy of the Final Order).

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THAT PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017 FLORIDA STATUTES FOR A CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

[Handwritten Signature]
(Signature)

Sworn to and subscribed before me this 14 day of June, 2019.

Personally known Sonathay Slade

Or produced identification _____ Notary Public-State of District of Columbia
Dc Maryland my commission expires NOTARY PUBLIC DISTRICT OF COLUMBIA
(Type of identification) AZADEH MIRI
My Commission Expires June 14, 2022

District of Columbia: SS
Subscribed and sworn to before me, in my presence
this 14 day of June, 2019
: AZADEH MIRI
Azadeh Miri, Notary Public, D.C.
My commission expires June 14, 2022.

(Printed, typed or stamped commissioned name of notary public)

Failure to sign or changes to this page shall render your bid non-responsive.

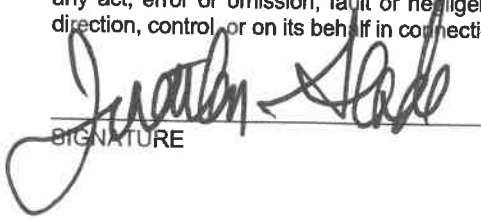
Issue Date

City of Hollywood, Florida
Solicitation #RFP-4612-19-JE

HOLD HARMLESS AND INDEMNITY CLAUSE

(Company Name and Authorized Representative's Name)

, the contractor, shall indemnify, defend and hold harmless the City of Hollywood, its elected and appointed officials, employees and agents for any and all suits, actions, legal or administrative proceedings, claims, damage, liabilities, interest, attorney's fees, costs of any kind whether arising prior to the start of activities or following the completion or acceptance and in any manner directly or indirectly caused, occasioned or contributed to in whole or in part by reason of any act, error or omission, fault or negligence whether active or passive by the contractor, or anyone acting under its direction, control, or on its behalf in connection with or incident to its performance of the contract.


SIGNATURE

Jonathan Slade
PRINTED NAME

The Cormac Group
COMPANY OF NAME

6/14/19
DATE

Failure to sign or changes to this page shall render your bid non-responsive.

Issue Date

City of Hollywood, Florida
Solicitation #RFP-4612-19-JE

ACKNOWLEDGMENT AND SIGNATURE PAGE

This form must be completed and submitted by the date and the time of bid opening.

Legal Company Name (include d/b/a if applicable): The Cormac Group Federal Tax Identification Number: 52-2301990

If Corporation - Date Incorporated/Organized: 02/10/2001

State Incorporated/Organized: DC

Company Operating Address: 1730 Rhode Island Ave, NW suite 317

City Washington State DC Zip Code 20036

Remittance Address (if different from ordering address): _____

City _____ State _____ Zip Code _____

Company Contact Person: Hailey Goldberg Email Address: hailey.goldberg@thecormacgroup.com

Phone Number (include area code): 202-467-4700 Fax Number (include area code): 202-467-4715

Company's Internet Web Address: thecormacgroup.com

IT IS HEREBY CERTIFIED AND AFFIRMED THAT THE BIDDER/PROPOSER CERTIFIES ACCEPTANCE OF THE TERMS, CONDITIONS, SPECIFICATIONS, ATTACHMENTS AND ANY ADDENDA. THE BIDDER/PROPOSER SHALL ACCEPT ANY AWARDS MADE AS A RESULT OF THIS SOLICITATION. BIDDER/PROPOSER FURTHER AGREES THAT PRICES QUOTED WILL REMAIN FIXED FOR THE PERIOD OF TIME STATED IN THE SOLICITATION.

[Signature] _____ 6/14/19
Bidder/Proposer's Authorized Representative's Signature: Date

Type or Print Name: Jonathan Slacle

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF BIDDER/PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE BID/PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY BID/PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE BIDDER/PROPOSER TO THE TERMS OF ITS OFFER.

ANY EXCEPTION, CHANGES OR ALTERATIONS TO THE GENERAL TERMS AND CONDITIONS, HOLDHARMLESS/INDEMNITY DOCUMENT OR OTHER REQUIRED FORMS MAY RESULT IN THE BID/PROPOSAL BE DEEMED NON-RESPONSIVE AND DISQUALIFIED FROM THE AWARD PROCESS.

Issue Date

City of Hollywood, Florida
Solicitation #RFP-4612-19-JE

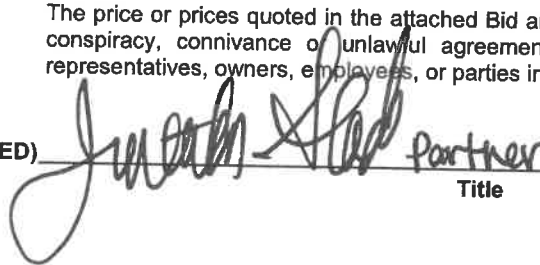
NONCOLLUSION AFFIDAVIT

STATE OF: Washington, D.C.

COUNTY OF: District of Columbia, being first duly sworn, deposes and says that:

- (1) He/she is Sonathan Slade of The Cormac Group, the Bidder that has submitted the attached Bid.
- (2) He/she has been fully informed regarding the preparation and contents of the attached Bid and of all pertinent circumstances regarding such Bid;
- (3) Such Bid is genuine and is not a collusion or sham Bid;
- (4) Neither the said Bidder nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Bidder, firm or person to submit a collusive or sham Bid in connection with the contractor for which the attached Bid has been submitted or to refrain from bidding in connection with such contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder, firm or person to fix the price or prices, profit or cost element of the Bid price or the Bid price of any other Bidder, or to secure an advantage against the City of Hollywood or any person interested in the proposed Contract; and
- (5) The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(SIGNED)


_____ Partner
Title

Failure to sign or changes to this page shall render your bid non-responsive.

Issue Date

City of Hollywood, Florida
Solicitation #RFP-4612-19-JE

**CERTIFICATIONS REGARDING DEBARMENT, SUSPENSION AND OTHER
RESPONSIBILITY MATTERS**

The applicant certifies that it and its principals:

- (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, sentenced to a denial of Federal benefits by a State or Federal court, or voluntarily excluded from covered transactions by any Federal department or agency;
- (b) Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction, violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
- (d) Have not within a three-year period preceding this application had one or more public transactions (Federal, State, or local) terminated for cause or default.

Applicant Name and Address:

The Cormac Group
1730 Rhode Island Ave, NW Suite 317
Washington, DC 20036

Application Number and/or Project Name:

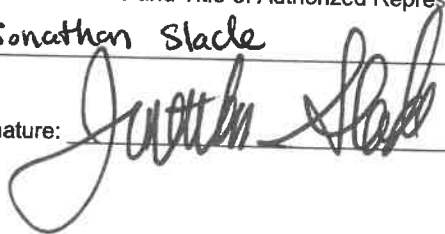
RFP-4612-19-SE

Applicant IRS/Vendor Number: 52-2301990

Type/Print Name and Title of Authorized Representative:

Jonathan Slade

Signature:



Date: 6/14/19

Failure to sign or changes to this page shall render your bid non-responsive.

DRUG-FREE WORKPLACE PROGRAM

IDENTICAL TIE BIDS - Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employee that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program (if such is available in the employee's community) by, any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of these requirements.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.



 VENDOR'S SIGNATURE
 The Cormac Group

 NAME OF COMPANY

Jonathan Slade

 PRINTED NAME

SOLICITATION, GIVING, AND ACCEPTANCE OF GIFTS POLICY

Florida Statute 112.313 prohibits the solicitation or acceptance of Gifts. - "No Public officer, employee of an agency, local government attorney, or candidate for nomination or election shall solicit or accept anything of value to the recipient, including a gift, loan, reward, promise of future employment, favor, or service, based upon any understanding that the vote, official action, or judgment of the public officer, employee, local government attorney, or candidate would be influenced thereby." The term "public officer" includes "any person elected or appointed to hold office in any agency, including any person serving on an advisory body."

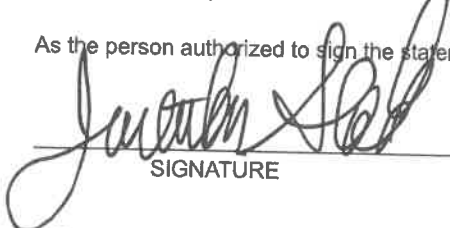
The City of Hollywood policy prohibits all public officers, elected or appointed, all employees, and their families from accepting any gifts of any value, either directly or indirectly, from any contractor, vendor, consultant, or business with whom the City does business.

The State of Florida definition of "gifts" includes the following:

- Real property or its use,
- Tangible or intangible personal property, or its use,
- A preferential rate or terms on a debt, loan, goods, or services,
- Forgiveness of indebtedness,
- Transportation, lodging, or parking,
- Food or beverage,
- Membership dues,
- Entrance fees, admission fees, or tickets to events, performances, or facilities,
- Plants, flowers or floral arrangements
- Services provided by persons pursuant to a professional license or certificate.
- Other personal services for which a fee is normally charged by the person providing the services.
- Any other similar service or thing having an attributable value not already provided for in this section.

Any contractor, vendor, consultant, or business found to have given a gift to a public officer or employee, or his/her family, will be subject to dismissal or revocation of contract.

As the person authorized to sign the statement, I certify that this firm will comply fully with this policy.


 SIGNATURE

Jonathan Slade
 PRINTED NAME

The Cormac Group
 NAME OF COMPANY

Partner
 TITLE

Failure to sign this page shall render your bid non-responsive.