Dykema's Response to the City of Ann Arbor for:

RFP No. 22-01 – State and Federal Lobbying Services

January 18, 2021

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A. Professional Qualifications

We are pleased to respond to the city of Ann Arbor's RFP No. 22-01 for lobbying services. Our response is for state of Michigan and federal representation.

Dykema is a professional services firm that provides legal and lobbying services to public, private, and nonprofit entities. We were founded in Detroit in 1926 and have maintained our headquarters in downtown Detroit ever since. We have nearly 400 professionals in 14 offices based in six states and Washington, DC; with five offices in Michigan, including locations in Ann Arbor and Lansing. Our Michigan lobbying team is based in Lansing and our federal team is based in Washington, DC. We provide across-the-spectrum counsel to public sector clients in areas such as lobbying, labor and employment, real estate, bond financing, government contracting, regulatory compliance, affordable housing, public transportation, and everything in between.

Our government policy team has a reputation for excellence built by decades of experience. Our government policy advisors have substantial experience successfully lobbying on behalf of local and federal governmental and quasi-governmental entities across a wide range of issues including transportation, infrastructure, tax, economic development, healthcare and more. Our government policy advisors have particularly strong relationships with many important influencers in Lansing and Washington, DC. We pride ourselves on being policy-issue experts and have developed highly-productive relationships with both Democratic and Republican members of the legislature.

What sets Dykema apart is the lobbyist-lawyer team that we deploy on behalf of our clients. Our legal team offers a valuable add-on to our clients to provide legal analyses of legislation, drafting of bills and amendments, testifying before committees, and more.

Dykema's government policy advisors have the political acumen it takes to develop successful advocacy strategies and handle sensitive client issues. For this reason, clients hire us to provide a full range of government relations services; such as drafting legislation, developing legislative strategy, lobbying legislators to support or oppose legislation, and building relationships with key policymakers throughout Michigan.

Our professionals will provide the full spectrum of public policy services, including the following:

- Communicating with legislators, members of the executive branch, their advisors and staff, state departments, and other public policy officials regarding our clients' issues.

- Advocating for and strategizing with clients in their efforts to obtain funding through the appropriations process.

- Assisting our clients with strategic communications, legislative events, briefings, talking points, testimony, letters, and community activities to advance their objectives.

- Formulating multi-faceted strategies for achieving specific client public policy goals.

- Building coalitions of strategic partners in Lansing to help achieve common goals.

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- Representing clients before trade associations.

- Communicating with clients in a timely matter regarding the status of their legislative and other policy-building efforts in the manner preferred by the specific client; including, but not limited to: monthly written reports, presentations to committees or boards, and regular meetings in person or via phone.

- Assisting clients with drafting and submitting proposed legislation, obtaining sponsorships and favorable public opinion, and providing the full display of advocacy services needed to accomplish the ultimate goal: passing the legislation.

- Tracking, reviewing, and analyzing proposed or contemplated legislation and regulations and administrative activities to determine their effect on our clients' goals, and, where appropriate, helping clients support or raise objections or challenges.

- Reviewing regulatory notices that impact our clients and providing updates summarizing agency notices.

- Assisting clients in complying with all laws and regulations for disclosing lobbying activities.

Our government policy team is comprised of a diverse, bipartisan group of professionals possessing a wide range of experience that has led to an impressive list of successes on behalf of Dykema's government relations clients. Together the team brings more than 125 years of experience in Lansing and Washington, DC. Our government policy team knows not only whom to talk to, but how each issue affects the other regions of Michigan, and how to communicate the value of a thriving city Ann Arbor has to the rest of the state.

Dykema is the ideal firm to assist the city of Ann Arbor in achieving its objectives in state and federal government. We would be honored to be selected as the city's voice and advocate before the federal government, Michigan Legislature, the Michigan governor, and Michigan's many regulatory and oversight agencies. Below is a chart highlighting our government policy team and full biographies can be found under Appendix A. In addition to the team members identified, we will not hesitate to call upon additional members of the firm in order to best serve Ann Arbor's needs.

State Team Members	Experience
Andrea Cascarilla Government Policy Advisor Lansing, MI 517.374.9104 acascarilla@dykema.com	With more than 30 years of legislative and lobbying experience in Michigan, Andrea has worked in nearly every policy and budget area but specializes in early childhood, K-12 and higher education, healthcare, local government, economic development, procurement, professional licensing, transportation, environment, water and clean energy matters. Since 2016, Andrea has served as a locally elected official and is currently appointed to the local Zoning Board of Appeals, Sign Board of Appeals, Elections Commission, and the County Land Bank Authority Board. Prior to joining Dykema, Andrea served as the Chief of Staff for Senator Hoon-Yung Hopgood and for Senator and Representative Ray Basham as well as the Legislative Director for Representative Greg Pitoniak. She has extensive experience in legislative analysis and drafting. In the Michigan Senate, Andrea played a direct role in the passage of three of Gongwer News Service's top ten most significant laws enacted that decade, including Michigan's workplace smoking ban. Named in the *Crain's Detroit Business* "50 Names to Know in Lobbying", Andrea's highly successful advocacy efforts have also been recognized by the American Mental Health Counselors Association with its 2020 President's Award and with the Michigan Mental Health Counselors Association's 2019 Advocacy Award.
Andrew Doerr Government Policy Advisor Lansing, MI 517.374.9187 adoerr@dykema.com	Andrew is an accomplished government affairs professional, bringing 28 years of lobbying, legislative, and political experience to Dykema's Lansing office. He focuses on issues related to energy, insurance, procurement, regulated industries, corrections, education, local government, nonprofit representation, the Liquor Control Code, licensing, gaming, taxation, procurement, and matters dealing with the Department of State among others. He is experienced in review, analysis and drafting of proposed legislation and has testified before numerous House and Senate Committees. Prior to joining the firm Andrew served as Deputy Legislative Director and Legislative Liaison for Secretary of State Ruth Johnson. In this role he served as a conduit to Secretary Johnson to both the legislature and the Governor's administration. He was responsible for the Secretary's legislative agenda, including legislative drafting, moving bills through the legislative process, and implementation. Andrew also spent eight years serving as Senator Alan Sanborn's (R-Macomb) Chief of Staff. Focusing on public policy related to the Senators role as Chairman of the Economic Development and Regulatory Reform Committee along with office and personnel management. During his time with Senator Sanborn he also helped manage numerous political campaigns.

	Tracy Winston Government Policy Advisor Lansing, MI 517.374.9114 twinston@dykema.com	Tracy has extensive experience in matters related to healthcare, insurance, automotive, no-fault, appropriations, and marihuana policy. Combining her unique experience between state legislatures, former legal practice, and municipal policy, Tracy brings a vast knowledge in tackling policy on all levels of government. Prior to joining Dykema, Tracy supported the Democrat Caucus for the Michigan House of Representatives as a policy expert covering health care, human services, insurance, auto-no fault, behavioral health integration, and the Michigan Department of Health and Human Services Budget. Simultaneously, Tracy chaired the Lansing Marihuana Commission; the appeals body for local marihuana disputes. Tracy served as the policy lead on controversial issues such as Medicaid work requirements, no-fault reform, and the House C.A.R.E.S. task force. Previously, Tracy served the State of Texas of House of Representatives as a Committee Director and advised on issues related to veteran affairs.
	Jamie Zaniewski Government Policy Advisor Lansing, MI 517.374.9105 jzaniewski@dykema.com	Jamie specializes in health care, insurance, nonprofits, licensing, and regulated industries. Through her diverse experiences working in the non-profit sector, legislature and executive office, she brings a unique perspective to formulating solutions. Prior to joining Dykema, Jamie served as a senior strategy advisor for Governor Rick Snyder, advising him on health care, insurance and the Michigan Department of Health and Human Services budget. Prior to being appointed to her role in the executive office, she served as a policy advisor to both senate majority leader Arlan Meekhof and senate majority leader Randy Richardville. During her tenure in the Senate Jamie advised republican caucus members on matters related to insurance and regulatory reform. Her work included drafting, analyzing, and shepherding legislation. Jamie also served as the Licensing and Regulatory Affairs (LARA) senate appropriations subcommittee advisor. In this role she oversaw the LARA budget through the appropriation process. Prior to coming to Lansing, Jamie was the contract administrator at one of the state's largest health systems. In this role she negotiated hospital, transplant and home health insurance contracts.

Federal Team Members	Experience
Jim Brandell, Ph.D. Government Policy Advisor Washington, DC 202.906.8633 jbrandell@dykema.com	Jim Brandell has more than 20 years of government relations experience on the state, federal, and international levels. Dr. Brandell has extensive experience crafting and implementing legislative and political strategy; attracting, managing, and retaining talented staff; and developing and managing multimillion-dollar budgets. As Chief of Staff to former Ways and Means Chairman Dave Camp for over a decade, Dr. Brandell led Chairman Camp's team on successful legislative issues, including trade agreement implementation, the first comprehensive tax reform bill in a generation, and health care reform proposals. He also served as chief liaison with Congressional leadership and the White House. Active in leadership roles at the state level, Dr. Brandell was Deputy Chief of Staff to Michigan Governor John Engler, where he managed several administrative divisions within the executive office.
Andrew Buczek Government Policy Advisor Washington, DC 202.906.8655 abuczek@dykema.com	Andrew Buczek has over 20 years of federal public policy and political experience assisting clients in developing effective legislative, regulatory, and political strategies. His practice focuses on building successful partnerships between the federal government and nonprofit organizations, higher education institutions, local governments, and private industry, with an emphasis in the areas of housing, manufacturing, transportation, science, and technology, as well as a wide array of local government and economic development projects. Prior to joining Dykema, Mr. Buczek developed a strong understanding of the workings of Congress as a senior legislative assistant for Congressman Jim Barcia, who represented the 5th District of Michigan. In that role, he advanced the Congressman's agenda in the areas of education, energy, financial services, health care, and manufacturing. Additionally, he was Congressman Barcia's designee to the House Science Committee, where he served as the Congressman's principal advisor on science and technology policy.
Mary Beth McGowan Government Policy Advisor Washington, DC 202.906.8631 mmcgowan@dykema.com	Mary Beth McGowan has over 12 years of experience consulting a broad range of clients. They range from local governments to nonprofit organizations to corporations, covering legislative and regulatory issues related to transportation, cybersecurity, electric power and energy, environmental policy, telecommunications, the appropriations process, and federal budgetary matters. She works with clients to develop strategies to advocate before Congress and the Executive Branch effectively. Before joining Dykema, Ms. McGowan worked for six years on the staff of United States Senator Arlen Specter (R-PA), where she rose to serve as a policy advisor. In that role, she was actively engaged in all aspects of the legislative process, focusing on energy and environment policy.

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B. Past Involvement with Similar Projects

State of Michigan Lobbying Projects

Our government policy advisors work with many of Michigan's local government units and other public and quasi-governmental entities in furtherance of their public policy objectives. The members of Dykema's proposed team have represented the following clients in such efforts:

1. **Name of Entity: Michigan Association of County Treasurers (MACT)**

   Contract Length: 35 years

   Contact Name & Phone Number: Jenny Nash, President - Livingston County Treasurer, (517) 546-7010; Catherine McClary, Legislative Chair - Washtenaw County Treasurer, (734) 678-3434; and Bob Robinson, President – Eaton County Treasurer, (517) 543-4250

   Type of Projects: The MACT represents the 83 Michigan county treasurers on matters of interest before the Michigan legislature, the executive office and all other policy makers or associations as needed. Dykema assists the MACT Executive committee and the MACT legislative committee on areas of public finance and administration of the General Property Tax Act (PA 123). The MACT focuses their efforts on educating policy makers and advocating for legislation that addresses foreclosures, foreclosure prevention, property taxes, property tax reform, and the administration of delinquent taxes. On behalf of the MACT, the Dykema government policy team meets with key legislative leaders on a regular basis, drafts legislation and arranges for introduction and advocates for passage in the course of the legislative process, arranges for and attends meetings with all relevant public policy makers, organizes and staffs legislative events and provides other legislative lobbying services as directed.

2. **Name of Entity: SEMCOG**

   Contract Length: 23 years

   Contact Name & Phone Number: Amy O'Leary (313) 961-4266

   Type of Projects: SEMCOG advocates on behalf of Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw and Wayne Counties, seeking solutions to challenges facing the region. We have successfully advocated SEMCOG's position on policy initiatives related to transit and transportation, infrastructure, community development, telecommunications, and more. During this legislative session specifically, we have partnered with other local government allies such as Michigan Association of Counties, Michigan Township Association, Michigan Association of County Treasurers and Michigan Municipal League to advocate on an array of issues. Aggregate mining, property taxes, Covid-19 funding, infrastructure, and local control have been some of the issues SEMCOG has engaged on this legislative session.

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Dykema also supports SEMCOG with strategic engagement efforts in the appropriations process.

3. **Name of Entity: Michigan Association of State Universities (MASU)**

   Contract Length: 8 years

   Contact Name & Phone Number: Dr. Daniel Hurley (517) 243-2520

   Type of Projects: MASU serves as the coordinating board for Michigan's 15 public universities, which collectively serve more than 270,000 students. Dykema's engagement involves comprehensive lobbying and advocacy spanning a wide array of legislative and state funding issues. Lobbying on legislative matters involves issues that affect virtually every aspect of the universities' enterprises. A primary focus is on advocating and securing increased state investments in institutional operating support, state financial aid programs, and campus capital outlay projects. This complex engagement is very much a collaborative effort that requires Dykema to provide strategic and tactical counsel to best leverage the unique relationships the universities have with various legislators and other stakeholders throughout the state.

4. **Name of Entity: Great Lakes Water Authority (GLWA)**

   Contract Length: 4 years

   Contact Name & Phone Number: Bill Wolfson (313) 267-6000

   Type of Projects: GLWA provides nearly 40 percent of Michigan's population with quality drinking water and wastewater services to nearly 30 percent of Michigan in Genesee, Lapeer, St. Clair, Macomb, Oakland, Livingston, Washtenaw, and Wayne counties. As a newer organization, Dykema has increased GLWA's relationships within the Michigan legislature, the Governor's administration, state departments, and related organizations. On behalf of GLWA, Dykema has advocated and engaged the Michigan legislature on PFAS drinking water standards, state funding to support water affordability, water infrastructure, and Covid-19 legislation. Dykema has engaged with government influencers to ensure that water and wastewater employees were included as frontline workers in Covid-19 legislation and Executive Orders. It was imperative to ensure that the legislation was inclusive to allow GLWA to have adequate manpower to continue to offer services during the pandemic. Most recently, Dykema has engaged the Michigan Legislature on behalf of GLWA to secure federal ARPA relief funds to support water/wastewater infrastructure within their service area. Currently, GLWA has been allotted $400M within a Senate supplemental; Dykema will continue to advocate for GLWA to secure this funding is approved by the House.

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5. **Name of Entity: City of Jackson**

   Contract Length: 1 year

   Contact Name & Phone Number: Jonathan Greene (517) 788-4035

   Type of Projects: The City of Jackson is home to nearly 33,000 residents and serves as the Jackson County seat. Much of Dykema's work on behalf of the City has focused on priorities related to water infrastructure, affordable housing, public safety and economic development. As part of this effort, the firm has elevated the City of Jackson's engagement in the state appropriations process and works in partnership with a number of community stakeholders on these efforts. In strategically approaching a recent identified need, we were able to garner Senate leadership support to secure critical gap funding for a $30 million project. In addition, Dykema actively advocates on a wide variety of state policy matters impacting the city and often does so in close collaboration with the Michigan Municipal League. The short term rental legislation has been a top policy priority this session.

6. **Name of Entity: Michigan Saves**

   Contract Length: 3 years

   Contact Name & Phone Number: Mary Templeton (517) 331-9470

   Type of Projects: Michigan Saves, the nation's first nonprofit green bank, was created in 2009 to break down barriers to energy improvements for Michigan families, businesses, and public entities. Since its inception Michigan Saves has financed over $350 million in energy improvements for over 28,000 Michiganders. Michigan Saves is one of the largest nonprofit green banks in the country and helps support the governor's MI Healthy Climate plan goal of achieving carbon neutrality by 2050. Dykema's primary objective for Michigan Saves is achieving general fund appropriations. Dykema has been successful in achieving $2.5 general fund appropriations over the past two budget cycles. Dykema's advocacy efforts with the legislature and administration has led to numerous stakeholder outreach and successful coalition building and also additional grant opportunities; including Michigan Saves being awarded a $12 million dollar grant to stand up the State's Lead Poisoning Prevention Fund.

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Federal Lobbying Projects

We have significant experience representing local units of government and municipal agencies in Washington, DC. Below is a list of similar projects:

1. **Name of Entity: SEMCOG**

   Contract Length: 23 years

   Contact Name & Phone Number: Amy O'Leary (313) 961-4266

   Type of Projects: SEMCOG advocates on behalf of Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw, and Wayne Counties, seeking regional solutions to challenges facing the region. We have successfully advocated SEMCOG's position on policy initiatives related to transit and transportation, infrastructure, community development, telecommunications, and more. Dykema guides SEMCOG in pursuing federal funding opportunities, organizing briefings for Congressional staff, and arranging visits to Washington, D.C. to meet with federal officials.

2. **Name of Entity: Oakland County, Michigan**

   Contract Length: 20 years

   Contact Name & Phone Number: Rudy Hobbs (248) 858-0480

   Type of Projects: Throughout the course of our relationship with Oakland County, we have supported numerous County initiatives in the areas of health, clean water, transportation, housing, wireless telecommunications, economic development and tax to name a few. Annually, we help develop and communicate the County's federal funding priorities to Members of Congress. We monitor federal legislation and regulation for impactful action, relay it to County officials, develop County positions and messaging, and advocate policy positions to federal policy makers.

3. **Name of Entity: Great Lakes Water Authority (GLWA)**

   Contract Length: 4 years

   Contact Name & Phone Number: Bill Wolfson (313) 267-6000

   Type of Projects: GLWA is a regional water system in southeast Michigan serving seven counties and the City of Detroit. They are responsible for providing clean and safe drinking water as well as returning clean water to the environment. Our federal government relations work on their behalf focuses on compliance with federal Clean Water Act requirements, affordability for customers, managing emerging contaminants, and advocating for federal resources to support these initiatives.

4.   **Name of Entity: Passaic Valley Sewerage Commission**

Contract Length: 1 year

Contact Name & Phone Number: Michael Witt (973) 817-5944

Type of Projects: The Passaic Valley Sewerage Commission is a municipal wastewater treatment entity serving 1.5 million New Jersey residents. Our federal government relations role involves settlement negotiations with the United States Environmental Protection Agency (EPA) regarding remediation of a Superfund site in the Lower Passaic River. We coordinate advocacy to the organization's congressional delegation in order to garner support for the preferred resolution with EPA.

C.   Proposed Work Plan

Dykema's mission, firmly embedded in our culture, is to achieve true partnerships and cooperation among all of our professionals, staff, and clients. Our vision is perhaps best illustrated by our multifaceted client-service initiative involving every person in the firm. We strive to be the best service and value choice for clients. We have adopted a defined Dykema Client Service Standards, which represent our pledge not only to meet, but to exceed, client expectations.

In order to accomplish our mission, Dykema's overall philosophy to our government policy practice is a team approach. If selected, Dykema will work with Ann Arbor to designate account managers from our seven person government policy team. The designated account managers will be the main point of contact for the city and will be responsible for managing timelines and communications with Ann Arbor's leadership team. Under the direction of the account managers, Ann Arbor's objectives and advocacy in Lansing and Washington, DC will be propelled by all members of Dykema's government policy team. This team approach provides our clients the best opportunity for success. We recognize that each government policy advisor has different strengths and unique relationships in Lansing and Washington, DC. As a client we believe you should have access and assistance from our entire team, not just one government policy advisor.

Dykema's government policy advisors will make it a priority to invest our time and resources towards understanding the City of Ann Arbor's operations, including your structure, strengths, and challenges.

Under the direction of the City Manager, we will work to implement specific strategies to help Ann Arbor impact changes in state and federal government policy, appropriations, and law by directly lobbying public officials regarding legislation and regulation. Our government policy advisors are strategic thinkers with demonstrated skills in implementing aggressive and proactive approaches to gain desired results. On behalf of Ann Arbor, we will craft effective messages, build coalitions, and work among stakeholder groups to achieve policy outcomes.

In order to proactively represent the City of Ann Arbor, we propose to do an immediate government relations planning session that will create an open dialogue and access to city leadership. This plan

will identify how and when city leadership will participate in virtual and in-person meetings in Lansing and Washington, DC to build rapport with elected officials and legislative and administration staff. The government relations plan will form the process to identify the appropriate city leadership team members that will need to participate and provide testimony in legislative hearings that have an impact on key city priorities. In order to successfully advocate for or against the passage of bills, rules, and/or regulations which impact Ann Arbor's interests, the arguments we present must be data-driven. We will work diligently with the city to gather and analyze data in order to make the most compelling case for policies and appropriations effecting Ann Arbor.

As part of Dykema's advocacy efforts for Ann Arbor, and in preparation for all such meetings, Dykema will work with Ann Arbor to develop a list of agenda items, related background information/status updates on agenda items, talking points to communicate the city's message regarding individual agenda items, and identify key legislators and staff with which to discuss the topics. Similarly, Dykema will help draft testimony and work with the city's leadership team to prepare as witnesses before legislative hearings. Our government policy advisors will ensure Ann Arbor team members attending meetings or appearing as witnesses understand the political context in which they are participating. During meetings, our government policy advisors will facilitate the discussion and work to keep conversations focused. All talks with state legislators, staff, and state department employees will be followed by a debrief with our team to analyze the discussion and next steps.

Dykema believes in partnering with our clients to develop a customized approach to achieve their specific public policy and appropriation goals. When we say "partner" with our clients, we mean it. We know that in order to develop the right government relations plans for the city, we must first engage and listen to you. Our priority will be to fully understand the city's specific objectives and goals so that we can design a custom government relations plan to achieve those goals and a means by which to measure our progress toward them.

Our approach in developing initiatives in order to shape policy and appropriations will involve a number of steps, starting with an inventory resource review – an extensive assessment that provides us with an understanding of the city's activities, programs, needs, and objectives. This includes an assessment of the city's current funding and policy priorities, identification of new opportunities for Ann Arbor to pursue, and development of an annual strategic plan for Ann Arbor's government affairs efforts with both immediate objectives and long-term goals.

Following the above mentioned review, and based upon our discussions with Ann Arbor leadership and our analysis of your resources, we will develop specific proposals to meet your needs and achieve the objectives identified.

Dykema's government policy advisors will provide the city manager and leadership team with an honest and timely assessment of any situation or issue related to the city's interests, politics, as well as policies. We will communicate with the city's leadership team on a regular basis to highlight any relevant legislative or political activity. At Ann Arbor's direction, our communications could include monthly written reports, bi-weekly or as often as needed telephone updates, regular email correspondence, and in-person updates at Ann Arbor's offices. We also recommend doing annual or bi-annual strategy sessions. The strategy sessions are a great opportunity to bring together the

entire city leadership team and the team at Dykema to strategize, share thoughts and create and revise actionable advocacy plans.

D.   List of Clients & Discussion of Potential Conflicts

Our firm represents many businesses, organizations, and individuals on legal matters. As a law firm, Dykema takes its ethical duties, including avoiding conflicts of interest, very seriously. We will carefully monitor any significant change in the assignment or clients of the firm in order to avoid any situation, which might affect our ability to effectively represent your interests. If situations develop that we believe have the potential to raise conflict issues, we will immediately bring it to your direct attention and work to resolve the matter in a way that is acceptable to all parties. Below is a list of our clients.

State of Michigan Lobbying Clients

- American Property Casualty Insurance
- Auto Owners Insurance
- Axcess Financial
- Charter Communications
- Citizens Insurance
- City of Jackson
- Concrete Pipe Association of Michigan
- Copper Development Association
- Crown Castle
- DealerTrack Technologies
- Detroit Children's Fund
- Flint Early Childhood Collaborative
- Great Lakes Sports Commission
- Great Lakes Water Authority
- Health Alliance Plan
- HighScope Educational Research Institute

- Institute for Multi-Sensory Education
- ITC Holdings Corp.
- John Hancock
- M-1 Rail
- Michigan Association of County Treasurers
- Michigan Association of Health Plans
- Michigan Association of State Universities
- Michigan Nonprofit Association
- Michigan Saves
- Molson Coors
- Nexteer Automotive
- Service Corporation International
- Southeast Michigan Council of Governments (SEMCOG)
- Toyota
- Universal Health Services
- Yunex Traffic – a Siemens Business

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Federal Lobbying Clients

- Alliance for Vehicle Efficiency (AVE)
- American Resources Corporation
- Coalition for Investor Choice
- The Creative Coalition
- Equifax
- The ERISA Industry Committee (ERIC)
- Great Lakes Water Authority (GLWA)
- Health Alliance Plan (HAP)
- Homeownership Preservation Foundation (HPF)/GreenPath
- International Cemetery, Cremation and Funeral Association (ICCFA)

- John Hancock Life Insurance Company
- Little Caesars Enterprises, Inc.
- National Education Foundation
- Nexteer Automotive
- One Nation Health
- Passaic Valley Sewerage Commission (PVSC)
- Smart Growth America
- Southeast Michigan Council of Governments (SEMCOG)
- Sun Life Financial Services Company
- Texas Biomedical Research Institute
- Venus Fashion, Inc.

E. Fee Proposal

Please see the separate fee proposal package.

F. Authorized Negotiator

Andrea M. Cascarilla
517.374.9104
acascarilla@dykema.com

G. Attachments

See Appendix B for the following Forms:

Form C – City of Ann Arbor Delcaration of Compliance

Form D – City of Ann Arbor Living Wage Ordinance Declaration of Compliance

Form E – Vendor Conflict of Interest Disclosure Form

Appendix A – Team Biographies

DYKEMA

James Brandell, Ph.D.

Government Policy Advisor

Washington, D.C.
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1301 K Street NW
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Washington, D.C. 20005

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Areas Of Practice

Government Policy & Practice

Government Reorganization and Restructuring

Administrative Law & Regulation

Political Compliance, Elections & Campaign Finance

Industries

Higher Education

Title IX

Education

Virginia Tech University, Ph.D., Public Administration/Public Affairs, 2019

University of Michigan, M.A., Liberal Studies, 1996

Michigan State University, B.A., International Relations, 1990

James Brandell is the leader of Dykema's federal government relations team. With more than 20 years of government relations experience on state, federal and international levels, Dr. Brandell has extensive experience crafting and implementing legislative and political strategy; attracting, managing and retaining talented staff; and developing and managing multimillion dollar budgets.

Dr. Brandell has a proven track record of advancing important issues through the legislative process, and has strong professional relationships in both major political parties. He has a well-developed network of diverse global and Capitol Hill contacts with senior staff, members of Congress, foreign diplomats, heads of trade associations, members of the media, as well as key state and local leaders across the country.

As Chief of Staff to Ways and Means Chairman Dave Camp for over a decade, Dr. Brandell led Chairman Camp's team on successful legislative issues, including trade agreement implementation, the first comprehensive tax reform bill in a generation, and health care reform proposals. He served as chief liaison with Congressional leadership and the White House.

Active in leadership roles at the state level, Dr. Brandell was Deputy Chief of Staff to Michigan Governor John Engler, where he served as chief liaison to all state and national political organizations and managed several administrative divisions within the executive office.

In addition, he worked overseas for an international nonprofit, where he opened its Serbia office, managing U.S. government grants in excess of $2 million. He conducted country-wide focus groups; helped develop public opinion surveys for use in national elections; and organized election monitoring missions.

Throughout his career, Dr. Brandell has spent significant time working on Congressional and Presidential campaigns. He managed major political activities for Chairman Camp, including fundraising and leadership PAC committees. He is also involved in numerous charitable efforts, including serving on the board of the Leukemia & Lymphoma Society in Washington, D.C.

Dr. Brandell has a bachelor's of arts degree in international relations from Michigan State University, a master's of arts degree in liberal studies in American culture from the University of Michigan, and a doctorate in public administration and public affairs from Virginia Tech University.

Seminars & Speeches

2021 Washington, DC Outlook: 100+ Days into the Biden Administration, Association of Corporate Counsel June CLE Meeting
June 2, 2021

Government Enforcement in the Biden Administration: Will Everything Old Be New Again?
December 10, 2020

Webinar: USMCA-CUSMA-TMEC a practical approach from a multijurisdictional perspective
September 23, 2020

USMCA: From Origins to Uniform Regulations—An Overview of the Trade Agreement
June 18, 2020

Briefing on Trade Policy & Environmental Provisions
March 26, 2019

Legislative and Regulatory Update, Dykema's 2018 Financial Industry Group Meeting
November 9, 2018

Jim Brandell to Moderate Panel with Texas Representative Lloyd Doggett
January 31, 2018

Publications

Fall 2021 Federal Legislative Outlook
August 24, 2021

"USMCA Succeeds NAFTA Rule Governing Trade in North America"
August 25, 2020
Risk Management

News

Dykema's Government Policy Podcast: Washington, D.C., Outlook — February 2019
February 15, 2019

Jim Brandell Discusses Tax Cut Counterbalances with *BNA Daily Tax Report*
October 2, 2017

Blog Posts

Insights & Updates — Minimum Wage and Overtime

Insights & Updates – Independent Contractor Changes

Insights & Updates—National Labor Relations Board & PRO Act Legislation

Five Minute Matters – Paid Leave

Community/Civic Activities

Leukemia & Lymphoma Society, Washington, D.C., Board Member

Dykema

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Areas Of Practice

Government Policy & Practice

Government Reorganization and Restructuring

Political Compliance, Elections & Campaign Finance

Taxation

Industries

Energy Industry Group

Energy Lobbying, Legislative & Government Affairs

Automotive Industry Group

Automotive Government Policy & Practice

Electric and Autonomous Vehicles (E/AV) and Advanced Mobility

Education

Higher Education

Education

Loyola University, B.S., *summa cum laude*

- Phi Beta Kappa

Andrew Buczek is a government policy advisor in Dykema's Government Policy Practice Group. He has over 10 years of federal public policy and political experience assisting clients in developing effective legislative, regulatory and political strategies. His practice focuses on building successful partnerships between the federal government and nonprofit organizations, higher education institutions, local governments and private industry, with an emphasis in the areas of housing, taxation, manufacturing, transportation, science and technology, as well as a wide array of local government and economic development projects.

Prior to joining Dykema, Mr. Buczek developed a strong understanding of the workings of Congress as a senior legislative assistant for Congressman Jim Barcia, who represented the 5th District of Michigan. In that role, he advanced the Congressman's agenda in the areas of education, energy, financial services, health care and manufacturing. Additionally, he was Congressman Barcia's designee to the House Science Committee, where he served as the Congressman's principal advisor on science and technology policy.

In addition to his policy work, Mr. Buczek has extensive experience in the political arena, working on behalf of numerous campaigns and national conventions. This includes work at national party conventions dating back to 1996, with responsibilities ranging from organizing and scheduling over 1,000 volunteers in the transportation division to assisting dignitaries attending the convention. He also serves as a member of Dykema's Political Action Committee Board.

Experience

- Successfully advocated for regulatory changes to the Base Erosion and Anti-Abuse Tax (BEAT) for a client headquartered outside of the United States with a U.S. branch. The regulatory guidance issued by the Department of Treasury included an exception for effectively connected income. The inclusion of this provision is expected to result in an estimated savings of over $100 million annually in U.S. taxes for our client.

- Successfully advocated for legislative language that required a third party evaluation of a client's state-of-the-art safety technology. Based on this study and additional government analysis, the National Highway Traffic Safety Administration (NHTSA) is scheduled to begin the rulemaking process to mandate use of client's technology.

- Successfully advocated for the creation of a federal grant program that, since 2008, has awarded nearly $44 million in competitive grants to a national nonprofit client.
- Advise coalition of housing counseling intermediaries on legislative strategy, including efforts that led to the restoration of funding for a grant program in Fiscal Year 2012 that had been eliminated in the previous fiscal year.
- Advise global automotive supplier on a wide range of public policy issues including trade, taxes, autonomous vehicle regulation and safety.
- Organize Capitol Hill lobbying days for a variety of clients, including high level meetings with key elected officials for the client's CEO and a "fly-in" for local elected officials to meet with federal officials to discuss policy issues important to their local communities.
- Arranged for a cabinet official to visit a client's corporate headquarters. The high-profile visit included a roundtable discussion with company officers, participation by the Secretary in a technology demonstration and a town hall meeting with employees.

Seminars & Speeches

Government Enforcement in the Biden Administration: Will Everything Old Be New Again?
December 10, 2020

Webinar: USMCA-CUSMA-TMEC a practical approach from a multijurisdictional perspective
September 23, 2020

USMCA: From Origins to Uniform Regulations—An Overview of the Trade Agreement
June 18, 2020

Briefing on Trade Policy & Environmental Provisions
March 26, 2019

Recent Developments in the Food & Beverage Industry and Lessons from Blue Bell
September 19, 2017

Automotive Institute: Legislative and Regulatory Issues Currently Impacting the Automotive Industry
April 18, 2012

Housing and Economic Recovery Act of 2008: Impact on Public Policy, 2008 Michigan Community Development Association Winter Conference
December 3, 2008

Publications

Fall 2021 Federal Legislative Outlook
August 24, 2021

"USMCA Succeeds NAFTA Rule Governing Trade in North America"
August 25, 2020
Risk Management

"State of the Automotive Industry"
October 17, 2012
Dykema Publication

News

Baucus and Buczek Speak About Chip Shortage in *Automotive World*
February 23, 2021

Dykema's Government Policy Podcast: Washington, D.C., Outlook — February 2019
February 15, 2019

Effect of U.S. Government Shutdown: Dykema's Government Policy & Practice Group and Labor & Employment Practice Group Weigh In on Consequences
October 3, 2013

Dykema Automotive Institute Reveals Findings of 2012 Survey
October 17, 2012

Andrea M. Cascarilla

Government Policy Advisor

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Areas Of Practice
Government Policy & Practice

Education
Michigan State University, B.A.

Andrea Cascarilla is a Government Policy Advisor in Dykema's Lansing office. She has a well-earned reputation as an effective policy and appropriations professional and is highly respected in Capitol circles. With more than 30 years of legislative and lobbying experience in Michigan, Andrea has worked in nearly every policy and budget area but specializes in early childhood, K-12 and higher education, healthcare, local government, economic development, procurement, professional licensing, transportation, environment, water and clean energy matters.

Prior to joining Dykema, Andrea was the Senior Legislative Director at Acuitas LLC where she lobbied for several years. In this role, Andrea was responsible for managing various clients and played a significant role in several successful appropriations efforts, from healthcare and education to infrastructure and economic development. She was recognized by state legislators for her work on PA 96 of 2019—a law that ensures Michigan's licensed professional counselors can continue to provide treatment to hundreds of thousands of residents in need.

During her tenure in the Michigan legislature, Andrea served as the Chief of Staff for Senator Hoon-Yung Hopgood and for Senator and Representative Ray Basham as well as the Legislative Director for Representative Greg Pitoniak. She has extensive experience in legislative analysis and drafting. In the Michigan Senate, Andrea played a direct role in the passage of three of Gongwer News Service's top ten most significant laws enacted that decade, including Michigan's workplace smoking ban.

Named in the Crain's Detroit Business "50 Names to Know in Lobbying", Andrea's highly successful advocacy efforts have also been recognized by the American Mental Health Counselors Association with its 2020 President's Award and with the Michigan Mental Health Counselors Association's 2019 Advocacy Award.

Andrea earned her bachelor's degree in Economics with an emphasis in public finance from Michigan State University. Re-elected to the Delta Township Board of Trustees in 2020, Andrea has also been appointed to the Eaton County Land Bank Authority Board and serves as the Vice-President of the Cristo Rey Community Center Board.

Dykema

Andrew H. Doerr
Government Policy Advisor

Lansing
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Areas Of Practice

Political Compliance, Elections & Campaign Finance

Government Policy & Practice

Health Care

Taxation

Industries

Insurance Industry Group

Energy Industry Group

Energy Lobbying, Legislative & Government Affairs

Financial Industry Group

Automotive Industry Group

Automotive Government Policy & Practice

Financial Services Regulatory & Compliance

Education

Michigan State University, B.S.

Andrew H. Doerr is an accomplished government affairs professional, bringing 20 years of lobbying, legislative and political experience to Dykema's Lansing office. At Dykema, he focuses on issues related to: energy, insurance, procurement, regulated industries, corrections, education, local government, nonprofit representation, the Liquor Control Code, licensing, gaming, taxation, procurement and matters dealing with the Department of State among others. He is experienced in review, analysis and drafting of proposed legislation and has testified before numerous House and Senate Committees.

Prior to joining the firm Mr. Doerr served as Deputy Legislative Director and Legislative Liaison for Secretary of State Ruth Johnson. In this role he served as a conduit to Secretary Johnson to both the legislature and the Governor's administration. He was responsible for the Secretary's legislative agenda, including legislative drafting, moving bills through the legislative process, and implementation. Andrew also spent eight years serving as Senator Alan Sanborn's (R-Macomb) Chief of Staff. Focusing on public policy related to the Senators role as Chairman of the Economic Development and Regulatory Reform Committee along with office and personnel management. During his time with Senator Sanborn he also helped manage numerous political campaigns.

Mr. Doerr came to Dykema with years of direct lobbying experience, having served as the Legislative and Political Director for the Michigan Credit Union League (MCUL). While there he oversaw the MCUL's legislative team and worked to promote legislation that benefited credit unions and their industry at both the state and federal level. He was also responsible for PAC fundraising, Grassroots coordination and member advocacy efforts.

Experience

Oversaw a successful multi-year legislative effort to re-write, modernize and streamline the Michigan Credit Union Act.

Directed successful legislative efforts to re-write a great deal of the Michigan Liquor Control Code to provide for expanded flexibility and greater opportunities for both manufacturers, distributors and retailers alike.

Oversaw successful efforts to implement legislation to rewrite the Michigan Essential Insurance Act to provide both greater consumer protections but also increased flexibility for insurers.

Organized over two dozen legislative "hike the hill" or Capitol hill visits at both the state and federal level that involved well over 1000 participants to promote direct grassroots activism.

Helped negotiate a legislative compromise between manufacturers and auto dealers during rewrite of PA 118 (Dealer Franchise Act).

Community/Civic Activities

- Michigan State University, Institute for Public Policy and Social Research, Michigan Political Leadership Program, Graduate Fellow
- Michigan Life & Health Insurance Guaranty Association, Board of Directors, Member
- Financial Health Community Impact Fund, Board of Directors, Member
- Youth Sports Coach (Baseball and Basketball)

Dykema

Mary Beth L. McGowan

Government Policy Advisor

Washington, D.C.
One Franklin Square
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Areas Of Practice

Government Policy & Practice

Government Reorganization and Restructuring

Environmental

Industries

Energy Industry Group

Energy Lobbying, Legislative & Government Affairs

Automotive Industry Group

Automotive Government Policy & Practice

Higher Education

Title IX

Education

Johns Hopkins University, M.A.

University of Virginia, B.A.

- Omicron Delta Kappa

Language

Spanish

Mary Beth McGowan is a Government Policy Advisor who has been providing federal government relations services to Dykema's clients since 2008. Ms. McGowan consults a broad range of clients from local governments to nonprofit organizations to corporations on legislative and regulatory issues related to transportation, cybersecurity, electric power and energy, environmental policy, telecommunications, the appropriations process and federal budgetary matters.

Ms. McGowan has developed and implemented successful advocacy strategies on behalf of clients that have both supported the advancement of policy proposals, for example, improving federal procurement of energy efficient goods, as well as prevented policies that would negatively impact clients from moving forward, such as protecting the public safety communications network of a local government from being auctioned. Additionally, Ms. McGowan is experienced in advising on funding opportunities and making key contacts within Federal agencies.

Prior to joining Dykema, Ms. McGowan worked as a policy advisor to United States Senator Arlen Specter (R-PA). In that role, she was actively engaged in all aspects of the legislative process from preparing briefings for committee hearings, upcoming votes, meetings and speeches; reviewing, analyzing and summarizing pending legislation and budgets; meeting with business and special-interest representatives; preparing correspondence and communications to the Executive Branch and drafting press releases.

Seminars & Speeches

The Transformation Of Federal Environmental Policies
September 14, 2021

Supply Chain Challenges in the Automotive Industry, ACG Detroit
May 26, 2021

Briefing on Trade Policy & Environmental Provisions
March 26, 2019

Publications

Fall 2021 Federal Legislative Outlook
August 24, 2021

"A Path Forward for Online Piracy Legislation?"
February 6, 2012
IPFRONTLINE.com

Dykema

Tracy D. Winston
Government Policy Advisor

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Areas Of Practice
Government Policy & Practice
Administrative Law & Regulation
Cannabis Law

Education
Thomas M. Cooley Law School, J.D., 2011
Hope College, B.S., 2006

Tracy Winston is a Government Policy Advisor in Dykema's Lansing, Michigan office. Tracy has extensive experience in matters related to healthcare, insurance, automotive, no-fault, appropriations, and marihuana policy. Combining her unique experience between state legislatures, former legal practice, and municipal policy, Tracy brings a vast knowledge in tackling policy on all levels of government.

Prior to joining Dykema, Tracy supported the Democrat Caucus for the Michigan House of Representatives as a policy expert covering health care, human services, insurance, auto-no fault, behavioral health integration, and the Michigan Department of Health and Human Services Budget. Simultaneously, Tracy chaired the Lansing Marihuana Commission; the appeals body for local marihuana disputes. Tracy served as the policy lead on controversial issues such as Medicaid work requirements, no-fault reform, and the House C.A.R.E.S. task force. Previously, Tracy served the State of Texas of House of Representatives as a Committee Director and advised on issues related to veteran affairs. Prior to her legislative work, Tracy worked in private practice with a focus on family law, estate planning and business formations.

Seminars & Speeches

What's Working in the States?, webinar, National Institute for Lobbying & Ethics
May 18, 2021

Jamie A. Zaniewski

Government Policy Advisor

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Areas Of Practice

Government Policy & Practice

Health Care

Hospitals and Health Care Systems

Industries

Automotive Industry Group

Automotive Corporate and Compliance

Insurance Industry Group

Insurance Lobbying and Public Policy

Insurance Regulatory and Compliance

Dental Service Organizations Industry Group

Education

Pepperdine University, Master of Public Policy (M.P.P)

Western Michigan University, B.A.

Jamie Zaniewski is a Government Policy Advisor in Dykema's Lansing, Michigan office. Mrs. Zaniewski specializes in health care, insurance, nonprofits, licensing and regulated industries. Through her diverse experiences working in the non-profit sector, legislature and executive office, she brings a unique perspective to formulating solutions.

Prior to joining Dykema, Mrs. Zaniewski served as a senior strategy advisor for Governor Rick Snyder, advising him on health care, insurance and the Michigan Department of Health and Human Services budget. Prior to being appointed to her role in the executive office, she served as a policy advisor to both senate majority leader Arlan Meekhof and senate majority leader Randy Richardville. During her tenure in the Senate Mrs. Zaniewski advised republican caucus members on matters related to insurance and regulatory reform. Her work included drafting, analyzing, and shepherding legislation. Mrs. Zaniewski also served as the Licensing and Regulatory Affairs (LARA) senate appropriations subcommittee advisor. In this role she oversaw the LARA budget through the appropriation process. Prior to coming to Lansing, Mrs. Zaniewski was the contract administrator at one of the state's largest health systems. In this role she negotiated hospital, transplant and home health insurance contracts.

Mrs. Zaniewski has a master of public policy degree from Pepperdine University and a bachelor of arts degree in political science from Western Michigan University.

Memberships & Involvement

- Member of Michigan Governor Rick Snyder's Public Health Advisory Council (PHAC), 2017-2022
- University of Michigan Center for Healthcare and Research Transformation (CHRT), Fellow, 2015

Press Releases

Governor Snyder Reappoints Jamie A. Zaniewski to Public Health Advisory Council
October 16, 2018

Governor Snyder Names Jamie A. Zaniewski to Newly Formed Public Health Advisory Council
November 28, 2017

Appendix B – Attachment Forms

California | Illinois | Michigan | Minnesota | Texas | Washington, D.C. | Wisconsin

ATTACHMENT C
CITY OF ANN ARBOR DECLARATION OF COMPLIANCE

Non-Discrimination Ordinance

The "non discrimination by city contractors" provision of the City of Ann Arbor Non-Discrimination Ordinance (Ann Arbor City Code Chapter 112, Section 9:158) requires all contractors proposing to do business with the City to treat employees in a manner which provides equal employment opportunity and does not discriminate against any of their employees, any City employee working with them, or any applicant for employment on the basis of actual or perceived age, arrest record, color, disability, educational association, familial status, family responsibilities, gender expression, gender identity, genetic information, height, HIV status, marital status, national origin, political beliefs, race, religion, sex, sexual orientation, source of income, veteran status, victim of domestic violence or stalking, or weight. It also requires that the contractors include a similar provision in all subcontracts that they execute for City work or programs.

In addition the City Non-Discrimination Ordinance requires that all contractors proposing to do business with the City of Ann Arbor must satisfy the contract compliance administrative policy adopted by the City Administrator. A copy of that policy may be obtained from the Purchasing Manager

The Contractor agrees:

(a) To comply with the terms of the City of Ann Arbor's Non-Discrimination Ordinance and contract compliance administrative policy.

(b) To post the City of Ann Arbor's Non-Discrimination Ordinance Notice in every work place or other location in which employees or other persons are contracted to provide services under a contract with the City.

(c) To provide documentation within the specified time frame in connection with any workforce verification, compliance review or complaint investigation.

(d) To permit access to employees and work sites to City representatives for the purposes of monitoring compliance, or investigating complaints of non-compliance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services in accordance with the terms of the Ann Arbor Non-Discrimination Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Non-Discrimination Ordinance, obligates the Contractor to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract.

Dykema PLLC
_____
Company Name

_____   1/10/22
Signature of Authorized Representative   Date

Andrea M. Cascarilla - Government Policy Advisor
Print Name and Title

201 Townsend Street, Suite 900, Lansing, MI 48933
Address, City, State, Zip

517-648-2367 (cell)   acascarilla@dykema.com
Phone/Email address

Questions about the Notice or the City Administrative Policy, Please contact:
Procurement Office of the City of Ann Arbor
(734) 794-6500

Revised 3/31/15 Rev. 0   NDO-2

ATTACHMENT D
CITY OF ANN ARBOR
LIVING WAGE ORDINANCE DECLARATION OF COMPLIANCE

The Ann Arbor Living Wage Ordinance (Section 1:811-1:821 of Chapter 23 of Title I of the Code) requires that an employer who is (a) a contractor providing services to or for the City for a value greater than $10,000 for any twelve-month contract term, or (b) a recipient of federal, state, or local grant funding administered by the City for a value greater than $10,000, or (c) a recipient of financial assistance awarded by the City for a value greater than $10,000, shall pay its employees a prescribed minimum level of compensation (i.e., Living Wage) for the time those employees perform work on the contract or in connection with the grant or financial assistance. The Living Wage must be paid to these employees for the length of the contract/program.

> Companies employing fewer than 5 persons and non-profits employing fewer than 10 persons are exempt from compliance with the Living Wage Ordinance. If this exemption applies to your company/non-profit agency please check here [____] No. of employees__

The Contractor or Grantee agrees:

(a)   To pay each of its employees whose wage level is not required to comply with federal, state or local prevailing wage law, for work covered or funded by a contract with or grant from the City, no less than the Living Wage. The current Living Wage is defined as $14.05/hour for those employers that provide employee health care (as defined in the Ordinance at Section 1:815 Sec. 1 (a)), or no less than $15.66/hour for those employers that do not provide health care. The Contractor or Grantor understands that the Living Wage is adjusted and established annually on April 30 in accordance with the Ordinance and covered employers shall be required to pay the adjusted amount thereafter to be in compliance with Section 1:815(3).
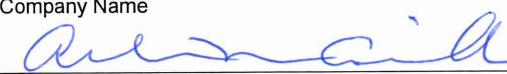
> **Check the applicable box below which applies to your workforce**
>
> [____]   Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage without health benefits
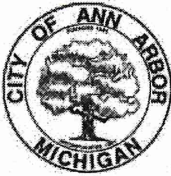>
> [X]   Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage with health benefits

(b)   To post a notice approved by the City regarding the applicability of the Living Wage Ordinance in every work place or other location in which employees or other persons contracting for employment are working.

(c)   To provide to the City payroll records or other documentation within ten (10) business days from the receipt of a request by the City.

(d)   To permit access to work sites to City representatives for the purposes of monitoring compliance and investigating complaints or non-compliance.

(e)   To take no action that would reduce the compensation, wages, fringe benefits, or leave available to any employee covered by the Living Wage Ordinance or any person contracted for employment and covered by the Living Wage Ordinance in order to pay the living wage required by the Living Wage Ordinance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services or agrees to accept financial assistance in accordance with the terms of the Living Wage Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Living Wage Ordinance, obligates the Employer/Grantee to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract or grant of financial assistance.

Dykema PLLC
_____
Company Name

_____ 1/10/22
Signature of Authorized Representative   Date

201 Townsend Street, Suite 900
_____
Street Address

Lansing, MI 48933
_____
City, State, Zip

Andrea M. Cascarilla - Government Policy Advisor
Print Name and Title

517-648-2367 (cell)   acascarilla@dykema.com
Phone/Email address

VENDOR CONFLICT OF INTEREST DISCLOSURE FORM

All vendors interested in conducting business with the City of Ann Arbor must complete and return the Vendor Conflict of Interest Disclosure Form in order to be eligible to be awarded a contract. Please note that all vendors are subject to comply with the City of Ann Arbor's conflict of interest policies as stated within the certification section below.

If a vendor has a relationship with a City of Ann Arbor official or employee, an immediate family member of a City of Ann Arbor official or employee, the vendor shall disclose the information required below.

1. No City official or employee or City employee's immediate family member has an ownership interest in vendor's company or is deriving personal financial gain from this contract.
2. No retired or separated City official or employee who has been retired or separated from the City for less than one (1) year has an ownership interest in vendor's Company.
3. No City employee is contemporaneously employed or prospectively to be employed with the vendor.
4. Vendor hereby declares it has not and will not provide gifts or hospitality of any dollar value or any other gratuities to any City employee or elected official to obtain or maintain a contract.
5. Please note any exceptions below:

Conflict of Interest Disclosure*	
Name of City of Ann Arbor employees, elected officials or immediate family members with whom there may be a potential conflict of interest.	( ) Relationship to employee
	( ) Interest in vendor's company ( ) Other (please describe in box below)
None	

*Disclosing a potential conflict of interest does not disqualify vendors. In the event vendors do not disclose potential conflicts of interest and they are detected by the City, vendor will be exempt from doing business with the City.

I certify that this Conflict of Interest Disclosure has been examined by me and that its contents are true and correct to my knowledge and belief and I have the authority to so certify on behalf of the Vendor by my signature below:	
Dykema PLLC	517-648-2367 (cell)
Vendor Name	Vendor Phone Number
[signature] 1/10/22	Andrea M. Cascarilla Government Policy Advisor
Signature of Vendor Authorized Representative	Date	Printed Name of Vendor Authorized Representative

Questions about this form? Contact Procurement Office City of Ann Arbor Phone: 734/794-6500, procurement@a2gov.org

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