



City of Glendale
Solicitation Number: RFP 23-03 / 42300010
FEDERAL LEGISLATIVE REPRESENTATION
SERVICES FOR THE PROTECTION OF THE MISSION
OF LUKE AIR FORCE BASE, GLENDALE, ARIZONA
RESPONSE WORKBOOK

CITY OF GLENDALE
Procurement Department
5850 West Glendale
Avenue, Suite 317
Glendale, Arizona 85301

Offerors to complete this Response Workbook and submit as their response to this RFP.

COVER SHEET

OFFEROR NAME: Baker, Donelson, Bearman, Caldwell & Berkowitz, LLC

OFFEROR ADDRESS: 901 K Street, NW: Suite 900: Washington, DC 20001



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REQUIRED RESPONSES:

Offeror's answers to the following questions will comprise the Offeror's response to this RFP. It should be noted that all attachments or exhibits prepared by the City and referenced herein are incorporated by reference into the Offeror's response and shall be included in a final contract with the successful Offeror. Information prepared by the Offeror and submitted with their proposal *may* be incorporated into a final contract (for example program offerings, curriculum, key personnel, or performance metrics).

1. EXPERIENCE, PROVEN PERFORMANCE, & QUALIFICATIONS

- 1.1. Introduce your company, highlight your ability and willingness to meet or exceed the specifications and requirements of this RFP, and explain why your firm is most qualified. If an alternate approach is deemed advantageous by the offeror, please describe in detail. Submissions to provide only a limited service or scope of work should include rationale for that approach and how it will ensure that efforts are coordinated with the regional partners' general representation. Successful experience in developing and maintaining positive relationships with the Arizona delegation resulting in congressional action.

Baker, Donelson, Bearman, Caldwell & Berkowitz, PC (Baker Donelson) is a corporation that was established in 1888 and is made up of 23 offices in states throughout the Southeast U.S., Texas, Maryland, Virginia and Washington, D.C. The Washington, D.C. office will serve as the Firm's lead office for performance of the contract should Baker Donelson be selected. We have more than 750 attorneys and public policy advisors and the Firm is owned by its shareholder attorneys. There are currently 1,486 employees at Baker Donelson. Our Government Relations and Public Policy Group has significant experience in military base enhancement, defense policy, political operations and government procurement, health care policy/legal practice and transportation policy. All of these resources will be available to our team.

Baker Donelson has a successful track record with Luke AFB. Our team lead, Mr. Hyjek, has worked with the West Valley community since 2006. Other members of our team have also been heavily involved with the West Valley and Luke AFB. General (Ret.) Chandler previously served as the Commander at Luke AFB. Gen (Ret.) Rand served as the Commander of Luke AFB and was also the Air Education and Training Command (AETC) Commander. Lt. Col. (Ret.) Mitchell was the first Director of Luke AFB's CIT team, and during his time in the USAF, he flew with the 56th Fighter Wing. This experience within the West Valley and within Luke AFB puts our team in a impactful position to address and collaborate on all objectives set forth by our client. We are privileged to have collaborated with the WVP, the Governor of Arizona, and the Arizona Congressional Delegation



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offices, as well as community organizations such as Luke Forward!/Fighter Country Partnership and Greater Phoenix Economic Council, in the successful campaign to bring the USAF F-35 training mission to Luke AFB. As seen in Attachment A, our well-established collaboration continues to yield success for the West Valley and Luke AFB, as \$121 million was appropriated to Luke AFB between 2017 and 2021. Of this, \$33 million was added on top of the roughly \$88 million set within the President's Budget Request.

- 1.2. Offeror shall provide the name, address, telephone number, and e-mail address of the person to contact concerning the response to this RFP. Identify each person who will render professional services to the regional partners including each person's name, title, relevant experience, attach a brief (not to exceed one page) resume for each person, and indicate the roles and responsibilities of each person.

The primary contact for this proposal is Steven Hyjek. His contact information is as follows:

901 K Street, N.W.
Suite 900
Washington, D.C. 20001
202.508.3470
shyjek@bakerdonelson.com

Baker Donelson's team offers unparalleled knowledge and experience regarding the issues, requirements, operations, and mission of Luke Air Force Base (AFB). Key highlights for each Baker Donelson team member is listed below; however, a full bio for each team member is included at Attachment B.

Baker Donelson Team Members:

- Steven Hyjek leads Baker Donelson's Defense & Aerospace practice group, which provides public policy support to private and public sector clients. The practice group focuses on military installation issues, defense policy for public sector clients, as well as Federal procurement policy, export controls on military technologies and public policy matters of interest to the private sector.

Mr. Hyjek has developed and executed strategies for his military base clients which resulted in the gain of over 50,000 full-time equivalent positions and has helped secure over \$700 million in congressionally-approved Military Construction funding (over 90 percent of which remains in local communities). In the most recent BRAC round in 2005, he represented over 20 installations that



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experienced gains or remained intact when the process concluded. He was also successful in representing communities in conjunction with force structure adjustments conducted by the Department of Defense.

Mr. Hyjek maintains an active U.S. Government Security Clearance and a Pentagon Access Badge, which ensure his access to critical decision-makers on behalf of clients in a regularly challenging budget environment.

- General (Ret.) Howie Chandler retired as the Vice Chief of staff for the US Air Force. As Vice Chief, General (Ret.) Chandler participated in the development of USAF's budget submission to the Office of the Secretary of Defense. He also played a key role in Pentagon's Programming and Budget Decision process, which merges the Military Services priorities with those of the Administration and budgetary constraints.

During General (Ret.) Chandler's Air Force career, he served as the Commander of Luke AFB and the 56th Fighter Wing. Prior to his role as Vice Chief of Staff, Gen (ret) Chandler also served as the Deputy Chief of Staff (Air Operations & Requirements). In this capacity he was the senior USAF officer responsible for the development, review, approval and execution of the Department's programmatic requirements process.

General (ret) Chandler maintains an Active US Government Security clearance and maintains regular access with Defense Senior Leaders, including US Air Force Leadership.

- General (Ret.) Robin Rand is also a former Commander of Luke AFB. Officially retiring from the United States Air Force in 2019, General Rand serves as another key member of our team. Of particular note, he led Air Education & Training Command (which is responsible for training all USAF aviators) as a Major Command. General (Ret.) Rand brings knowledge of USAF leadership positions, first-hand experience with regards to Luke AFB, and relationships from his time as Commander of both Luke AFB and AETC that are critical to serving the West Valley and the surrounding community. General (Ret.) Rand held a variety of command and headquarters, USAF positions which impacted the FYDP and USAF requirements during his 39 years of military service. In his positions he has been responsible for the planning and budgeting process to equip the military personnel he commanded. This included a Leadership role in defining the B-21 Bomber program requirements, budgeting and fielding plans which will impact USAF Strategic Operations for decades to come.

General (ret) Rand also maintains an active U.S. Government security clearance and maintains strong relationships with Senior Defense Leaders, including US Air Force Leadership.



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- Lieutenant General (Ret.) James Jackson served as the Commander of the Air Force Reserve (CAFR), and in this capacity was responsible for the resourcing and equipping 35 numbered Wings (including the 944th Air Force Reserve Wing at Luke AFB) and 70,000 Air Force Reserve personnel. As the CAFR, Lieutenant General (Ret.) Jackson directed the development of the Air Force Reserve Command's (AFRC's) annual budget component which was compiled with the Active Component and Air National Guard (AFRC) to comprise USAF's annual budget submission. Lieutenant General (Ret.) Jackson currently serves as an evaluator for Air Force Research Labs' AFWERX which develops new technologies which enable USAF to develop advanced technology requirements.

As with our USAF General Officer retired group, Lieutenant General (Ret.) Jackson maintains an Active US Government Security clearance and maintains regular access with Defense Senior Leaders, including US Air Force Leadership.

- Lieutenant Colonel (Ret.) James Mitchell served as a fighter pilot in the USAF, flying with the 56th Fighter Wing. Upon retiring from the Air Force, Lieutenant Colonel (Ret.) Mitchell was a pilot for United Airlines for over twenty years and served as the Director for the Luke AFB Community Initiatives Team (CIT). In this position he was acknowledged as the primary contact between the surrounding community and senior leadership of the nation's largest fighter wing. Lieutenant Colonel Mitchell has experience with both state and national development firms that sought compatible development in the Phoenix Basin, and has impactful knowledge of the legislative process in helping ensure mission sustainability. He has drafted legislative and policy documents that became codified in state law, ultimately protecting all installations within Arizona. The SecAF and CSAF identified Lieutenant Colonel (Ret.) Mitchell and the Luke CIT team as the "Gold Standard" for community relations during his time as Director.

- John Armbrust formerly served as the President for the Association of Defense Communities (ADC). Mr. Armbrust was also the Executive Director (Emeritus) of the Kansas Governor's Military Council. He is a DCIP and P4I subject matter expert that provides the team with critical insights and analytics. His connection with the ADC serves the team well as Luke AFB is a pertinent example for Air Force communities around the country.

- Tom Shaw works on aerospace and defense policy issues for clients in both the public and private sectors. He advocates for clients in Congress, in the Pentagon, and within various federal agencies. Mr. Shaw has assisted states in navigating new regulations and policy, efforts in mission sustainment and growth, and advocating for legislative priorities. Prior to joining Baker Donelson, Mr. Shaw attended the George Washington University School of Law. Mr. Shaw is licensed to practice law in Washington, DC. Before attending law school, Mr. Shaw worked



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with the Senate Budget Committee under chairman Senator Kent Conrad. Mr. Shaw also spent time working in Congressman Dan Benishek's Office (MI-R).

- Brian Schaffner serves as a consulting member of the Baker Donelson team, and has worked with Steven Hyjek in various capacities on military installation (and other matters) for over 15 years since 2004. Brian has extensive experience working defense issues in the private sector as well as for Members of Congress. Brian was the Military Legislative Assistant for two former House Armed Services Committee Members. He works closely with Mr. Hyjek on the New York State and Luke AFB accounts. In his Military Legislative Assistant role for House Armed Services Committee Members, Mr. Schaffner worked on Defense funding accounts, successfully countered proposals that would have negatively impacted his Members' installations, and helped to secure future, enduring missions for those bases. Mr. Schaffner has been engaged with issues for the West Valley Partners since 2013 and has a strong understanding of the issues relating to Luke AFB, as well as an excellent working relationship with the Arizona Congressional Delegation staff.

In summation, our team consists of a bipartisan group of professionals, who have held senior positions in Congress, the Pentagon, the Administration, the military, and the private sector. That bipartisan experience and firsthand knowledge of federal aerospace and defense policy process is critical to increasing our clients' competitive advantage and ensuring successful policy outcomes.

We have a proven track record of securing new missions for military base clients. Most notably, we have been successful in helping our clients secure highly sought-after missions including the MQ-9, KC-46 Tanker, F-35 Joint Strike Fighter, and a Cyber Protection Team.

Our extensive network of information and data resources in the Pentagon and U.S. Congress enables us to provide our clients with timely, comprehensive intelligence of ongoing discussions/initiatives. We then utilize this intelligence and collaborate with our clients to develop and implement an effective strategy to achieve their goals.

- 1.3. Offeror shall describe their experience in providing legislative services to municipalities, agencies, and any other government or non-government entities. This description should, among other things, demonstrate the firm or team's familiarity with federal issues that affect military installations in general, and Luke AFB specifically and its viability. Attach a list of outcomes for any military installations for which your firm is either responsible or played a significant role securing positive outcomes.



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For the past 16 years, members of the Baker Donelson team have worked very closely with relevant committees in the U.S. Congress, the Arizona delegation, and public and private Arizona stakeholders in support of Luke AFB. Since 2006, this partnership has created significant investment from the federal level into Luke AFB, benefitting the F-35 & F-16 training missions along with the West Valley community more broadly. We have also made a point of ensuring coordination and collaboration with the Arizona Governor's staff (including the Adjutant General), as well as with the 56th Fighter Wing, to provide the delegation with confidence that their requests to Defense Committees or the Pentagon have the support of Arizona military leaders.

Our proposed approach in executing the mission of the WVP and Luke AFB would be to continue improving upon our already established and successful activities on behalf of the City. By building upon our collaboration with the WVP, the Governor, the Arizona Congressional Delegation offices, and community organizations such as Luke Forward!/Fighter Country Partnership and Greater Phoenix Economic Council, our team will be able to continue protecting and growing the military presence in the West Valley.

Our team's confidence in understanding the goals and objectives of the WVP is unmatched, and we will continue effectively addressing the full scope of policy requests by our client within the community, state, Congress, and DOD.

Our Team's Experience:

Baker Donelson's Federal Aerospace and Defense Policy Team members are adept at working with municipal clients to identify achievable objectives. Our success in shaping the decision-making environment and securing positive results within the Pentagon, Congress and other federal agencies has allowed us to formulate working relationships and networks that greatly benefit our clients. The team's government relations and public policy advisors and attorneys work with clients in national security sectors on a variety of issues, including:

- Military sustainment and growth
- Appropriations and authorization opportunities and challenges
- Defense acquisition policy and programmatic
- Homeland security
- Defense trade and export control policy
- Defense industry analysis for states and communities
- Environmental issues

Our federal aerospace and defense policy services include carrying out comprehensive analysis of each client's business and political environments; crafting detailed strategic plans to achieve desired goals; forming and managing



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effective coalitions; planning and implementing public policy initiatives; and advocacy related to mergers and acquisitions. It is our team's mission to proactively partner with our clients in efforts to mitigate challenges, identify opportunities, and work through policy and political factors that enable the achievement of our clients' objectives. Our experience includes:

- Developing and leading coalitions for major defense initiatives
- Advocating on behalf of clients for increases in homeland security and defense procurement and successful reprogramming actions
- Monitoring and working to shape upcoming defense procurements through program briefings and capability statements
- Reversing legislative language that could hinder clients' objectives
- Drafting language to achieve clients' objectives in legislative or regulatory actions
- Representing clients before the Department of Defense on land acquisition and transfer rights

Alongside our clients, Baker Donelson professionals develop and implement comprehensive strategies to achieve specific, quantifiable objectives at all levels of government.

Baker Donelson's Federal Aerospace and Defense Policy Team has the knowledge and experience necessary to achieve the objectives of our public and private sector clients' aerospace and defense-related issues. As noted in Attachment A, this extensive experience has allowed us to successfully work with the WVP and Luke AFB to accomplish numerous objectives and the primary goal of "managed growth." Attachment A includes only the past five years, with numerous other successes having come since our partnership began in 2006. Some recent successes include addressing sensitive environmental matters along with ensuring that all six Squadrons of F-35s stay in the West Valley. The F-35 Squadron is a critical element of Luke AFB, making the base one of the premier sites for the USAF.

Given our extensive experience in working with the West Valley and Luke AFB, and our knowledge of government procedures, Baker Donelson possesses the staff, experience, and qualifications necessary to continue to support the WVP. Our team will be able to successfully preserve, protect and promote the roles and missions of Luke AFB as it continues being a significant contributor to the nation, the region, the state, and the local community.

- 1.4. Offeror shall explicitly identify the lead firm if the project is to be accomplished through an affiliation with other consultants and provide the requested information for each firm. Each firm will be evaluated based on the criteria requested. Consultants are encouraged to affiliate with minority, women, and disadvantaged firms. In addition, list all firms that will be used in completing the Scope of Work.



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The lead for our team is Mr. Steven Hyjek. If you have any questions or require additional information, please contact him at 202.508.3470 or shyjek@bakerdonelson.com.

Based on the depth of our team and the extensive experience of those team members, Baker Donelson will not need to affiliate with any other consultants in the execution of this engagement.

- 1.5. Offeror shall provide 1-3 valid references from those who can confirm your experience in providing the services stated within this RFP. The reference may be from governmental agency, municipality, schools, or companies which the Offeror has provided similar services within the last five years. Reference information must include all the following: Company Name, Contact Person and Title, Phone #, Email Address, Date of Service, Cost of Service, Description of Service.

Karrin Taylor Robson
Executive Committee Member
Arizona Chamber of Commerce and Industry
3344 E. Camelback Road
Suite 1001
Phoenix, AZ 85018
1 (602) 795-3020
Description of Service: Public policy support in state of Arizona

Kylah Hines
Director, Washington Operations
Office, Governor of New York
444 North Capitol Street, NW; Suite 302
Washington, DC 20001
202-434-7100
Cost of Service: \$30,000 per month
Description of Service: Public policy support in state of New York

Perry Wiggins
Executive Director Governor's Military Council
Greater Topeka Chamber of Commerce
2053 2650 Avenue
Chapman, KS 67431
785-207-4759
Perry.Wiggins@ks.gov
Date of Service: 2003
Cost of Service: \$20,000 per month
Description of Services: Public policy support in state of Kansas



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2. METHOD OF APPROACH

2.1. Offeror shall describe their method and approach for how services will be performed by its employees and the process involved for correcting work not performed satisfactorily.

Our continued approach to supporting you, as our client, will include

- Early and regular coordination in the identification of priorities and steps needed to achieve those objectives.
- Weekly tracking of actions to be completed by Baker Donelson to support this objectives, with an identified action office from the firm, and status reports.
- Routine, ad hoc communication with Mr. Lee who has served as our lead contact in Glendale to ensure he has confidence all appropriate actions are moving forward properly and expeditiously.
- Reporting requirements noted later in this proposal which include scheduled virtual meetings with the WVP InterGovernmental staff, as well as monthly summaries of our work for the WVP.

Finally, as the Team Lead, Steve Hyjek will have the responsibility to ensure that the services Baker Donelson provides the WVP meet stated goals, do so in an expeditious and professional manner, and meet (or exceed) your expectations.

Given our demonstrated track record of doing so for the last 16 years, we plan to sustain our current methodology to provide public policy services to the West Valley Partners -- thus far to the satisfaction of the communities involved. We are prepared to adjust those, as desired by the WVP during the next phase of our working relationship.

2.2. Offeror shall describe a brief description (maximum of two pages) of their perspective on the Arizona Congressional Delegation members, approach to working with them and the strategy to engage their support of the regional partners' agenda.

As previously mentioned, since 2006 members of the Baker Donelson team have proactively collaborated with relevant committees in the U.S. Congress, the Arizona Congressional delegation, and public and private Arizona stakeholders in support of Luke AFB. Given our group's bipartisan stature, and the extensive network and experience we have built, the objectives set by our partnership have been cooperatively and successfully worked upon at the federal, state, and local levels.

Our continued working relationships with members of the Arizona delegation enable us to communicate the desires and agendas of the West Valley communities, provide potential growth opportunities for the military value of the West Valley, and actively support



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impending re-election bids. Our communication does not only include Arizona Congressional members, but also their staff, including defense policy experts, which allows our team to eliminate any potential disconnect in pursuing our group's objectives. Upon consultation with the WVP and Luke CIT, our team presents staff members with critical information, legislative language, and talking points that helps accomplish the established objectives for Arizonans and our own clients. As turnover in Congressional delegations takes place often, our team monitors and engages with both the House and Senate offices in order to successfully pursue all client objectives

The West Valley is fortunate to be represented by several members of the Senate and House Armed Services Committee. Our extensive working relationships with Arizona's Congressional delegation include Senator's Mark Kelly and Kyrsten Sinema along with Representatives Ruben Gallego, Debbie Lesko, and Ann Kirkpatrick. As a team, we have been able to successfully collaborate on and communicate the objectives set forth by the WVP and Luke AFB with each of the mentioned members and their staffs. As seen in Attachment A, our team consistently sets up meetings with Arizona's Congressional delegation, enabling the WVP to have a strong line of communication with these members who hold influential positions regarding annual defense spending and legislation.

Given our team's experience within the House Armed Services Committee, we understand the intricacies of working in tandem with these staff members, and we continue to grow these critical relationships with both the members and their staffs. Aside from our work with the House and Senate members and their staffs, our team also has experience closely working with the committee staffs of both the Authorization and Appropriations Committees. This relationship is crucial to meeting our clients' objectives as these committees have direct oversight of USAF programs that directly impact Luke AFB.

Our access to, and relationships with, these professional staffs enable Baker Donelson to provide our clients with advanced and accurate budget information critical to state and community planning.. Specifically, the professional staff members on the House and Senate Armed Services Committees are charged with authorizing military construction projects, approving or altering any proposed FSAs and authorizing funding for new missions. Meanwhile, the Appropriations Committees fund military construction projects or any other proposed changes that require federal spending.

This all-encompassing Congressional engagement strategy has proven successful in achieving client goals and objectives since 2006 in collaboration with the WVP. The highlights of our success alongside the WVP and Luke AFB are found in Attachment A. In 2021 alone, Baker Donelson with the WVP assisted in successfully obtaining the authorization and appropriation of \$4,750,000 in Planning & Design funds for the construction of a Child Development Center at Luke AFB and up to \$5,000,000 for the Gila Bend Turnaround project. Additionally, Baker Donelson coordinated a successful campaign securing \$1,200,000 for Luke AFB from the AETC for security enhancements required at the Auxiliary 1 Field. These efforts will enable Luke AFB to continue improving its already "Gold Standard" and will be something that the team will look to ensure is properly implemented while continuing to pursue newly stated objectives. by our partnership have been cooperatively and successfully worked upon at the federal, state, and local levels.



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2.3. Offeror shall demonstrate their ability to forge bipartisan support for legislation and federal proposals. Include lobbying strategy to deal with the current Congressional leadership and the Administration, the Pentagon, and the Secretary of Defense.

Baker Donelson understands the intricacies of a two-party Congress, federal agencies, and the delicate balance in which they work together. The Baker Donelson team understands that to accomplish goals for our military base and retention clients, both the executive and legislative branches of government must be "pulling in the same direction." For this reason, we ensure simultaneous outreach to both.

As previously mentioned, Baker Donelson's bipartisan make-up allows our team to reach across both sides of the aisle, successfully achieving the legislative goals put forth by our clients. The Military base growth and acquisition process is one that impacts constituencies of both parties, and because of that our team has been able to continually build upon existing partnerships, as well as build new relationships with incoming Congressional members, to further benefit not only our clients, but the communities in which they encompass. For example, in accomplishing other client objectives, some of our regular engagements within Congress include Majority Leader Chuck Schumer (Democrat) and Chair of the Republican Conference Elise Stefanik.

The Baker Donelson bipartisan congressional strategy involves engaging all relevant decision makers and their staffs to ensure everyone has the same information regarding potential opportunities for mission growth. In doing so, our team enables the identified Congressional members to make informed decisions in pursuit of our clients objectives. Our communication strategy ensures that both the regional partners and Congress are pushing forward in the same direction, creating a collaborative and successful outcome.

The Baker Donelson team will continue working with administrations from both parties. Currently, our team continues engaging closely with top officials within the Biden Administration, specifically within the DOD (USAF/National Guard primarily) along with the Department of Homeland Security and other key agencies that best meet our client's needs. The access our team holds to the Pentagon generates critical information and networks that we utilize in the pursuit of client objectives. This access helps us engage immediately with our clients as we pass along timely intelligence concerning Military Services and Homeland Defense.

General (Ret.) Chandler, as a retired Four-Star General Officer with 36 years of military service in the Air Force, has high-level USAF relationships in the Pentagon and within the major commands, including Air Education & Training Command, which is the headquarters for Luke AFB. General (Ret.) Chandler's subject matter expertise on Air Force-related matters, and his relationships with USAF Senior Leadership are



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supplemented by the skills and experience of the other members of the Baker Donelson team.

General (Ret.) Rand, a retired Four-Star General Officer of the Air Force, also holds many high-level USAF relationships within major commands and the Pentagon. Having served as the Major Command for the Air Education & Training Command, General (Ret.) Rand has extensive knowledge of the West Valley. His understanding of the community, along with the relationships within USAF Senior Leadership he holds, are vital to the Baker Donelson team.

Lieutenant General (Ret.) Jackson, a retired Three-Star General Officer of the Air Force, maintains many working relationships at the highest levels, including major commands and the Pentagon. With his service as the CAFR, his experience in directing the AFRC's annual budget, and his time on the Air Force's Requirements Council, Lieutenant General (Ret.) Jackson provides critical knowledge of the inter-workings of USAF procedures that impact our clients. His experience and expertise are crucial to the Baker Donelson team.

Lieutenant Colonel (Ret.) Mitchell, a former pilot in the 56th Fighter Wing and the first Director of Luke's Community Initiatives Team (CIT), holds many working relationships within the West Valley Community that are critical to accomplishing our clients' objectives. Lt. Col (Ret.) Mitchell's expertise of the local community, along with the extensive network he has built in the West Valley, go hand-in-hand with the Baker Donelson team in the pursuit of client objectives. Specifically, Mr. Hyjek has long worked with the DOD and military services in both the public and private sectors.

The team leverages our combined knowledge and experience in coordinating successful efforts on behalf of our clients. Our team encompasses two former USAF Commanders along with a Luke AFB CIT Director, putting us in the best position for understanding, creating, and implementing the objectives set out by our client. In summary, we are experts at aligning community objectives with the goals of the federal government and DOD to produce results that contribute positively to the nation's defense and to the retention of critical military facilities in our client communities.

2.4. Offeror shall describe proposed means of keeping the regional partners informed, including Congressional report services, e-mail, voice mail, cellular phone contact, and include any other methods of communication.

In order to effectively execute a successful strategy, it is crucial to update the regional partners on a regular basis. We understand that issues can arise at any time and strive to be available to our clients at all hours, seven days a week, when necessary. In addition to holding impromptu phone conversations with the project lead for WVP as needed, our team will also:



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- Conduct monthly virtual conference calls for all staff members of the regional partners.
- Provide a monthly activity summary detailing our efforts with each invoice.
- Send any pertinent information or articles to the community groups as necessary.
- Travel to the West Valley once every calendar year (and potentially more with community approval).
- Host the WVP each year in our Washington, DC office for a multi-day event, coordinating meetings with pertinent high-ranking officials within the Administration, Congress, and DoD.
- Participate in biweekly conference calls with the Director of the Luke CIT team and the CIT staff.

It is our belief that success is only achieved through the ability to collaborate with the communities that our clients coincide with. Without these consistent communication efforts, we would not be serving our clients, and in this case, the West Valley, properly.

3. CAPACITY OF OFFEROR

- 3.1. Offeror shall submit a description of current financial status and/or a copy of the most recent audited financial statements.

With regard to our financial status, while Firm policy does not permit Baker Donelson to release financial statements, we are the 86th largest law firm in the U.S., based on revenue, and as part of the Firm's financial responsibility practices, an outside public accounting firm conducts an annual audit which confirms our financial stability.

- 3.2. Offeror shall provide additional information which would indicate the necessary capability, competence, and performance record to accomplish the Scope of Services in a timely and cost-effective manner.

In addition to the qualifications previously mentioned, we believe that Baker Donelson is the ideal candidate to continue to perform this contract for the West Valley Partners for the following reasons:

- Clearances and Pentagon building access: The Baker Donelson team members responsible for this contract all hold government clearances and two have Pentagon building badges allowing them easy access for meetings with DOD officials.



City of Glendale
Solicitation Number: RFP 23-03 / 42300010
FEDERAL LEGISLATIVE REPRESENTATION
SERVICES FOR THE PROTECTION OF THE MISSION
OF LUKE AIR FORCE BASE, GLENDALE, ARIZONA
RESPONSE WORKBOOK

CITY OF GLENDALE
Procurement Department
5850 West Glendale
Avenue, Suite 317
Glendale, Arizona 85301

- International relationships: General (Ret.) Chandler previously served as the PACAF Commander and in Europe, which provided him the opportunity to develop relationships with officials in many of the countries that currently send pilots to Luke AFB for training. His experience at Pratt and Whitney Military Engines also gives him a working knowledge of the F-16 and F-35 propulsion systems. Our team at Baker Donelson also works collaboratively with nations and partner FMS F-35 nations, allowing us to contribute to, and grow, the F-35 mission at Luke AFB. Between that, and our relationships with DoD officials and Defense Industry partners, both foreign and domestic, our team's network is extensive and impactful in the pursuit of our clients' interests. Our team also works closely with foreign partners that are involved in the F-35 supply chain as sub-contracting suppliers.
- Client service approach: We understand the critical importance of being responsive and available for our clients and are available 24/7 as needed to address urgent needs. We believe that collaboration and effective communication are key to successful client relationships and work to identify and implement customized approaches based on client preferences and requirements.



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VENDOR EXCEPTIONS:

Per Exhibit 2.2, Offeror shall note any exceptions to the solicitation documents in this section using the example below:

Document Name: Exhibit 3 – Insurance Requirements
Section: 1.a.i. Commercial General Liability – General Aggregate \$5,000,000
Exception: Vendor’s General Aggregate is only \$3,000,000

(If there are any exceptions, Offeror shall list here)

ADDENDUM RESPONSES AND ACKNOWLEDGEMENT:

Attach addendum response(s) and acknowledgement(s) here.

(Offeror to include response here)

CONFLICT OF INTEREST STATEMENT:

If Offeror indicated they have a conflict of interest on the Offer Sheet, Offeror must provide details here. Please refer to the CONFLICT OF INTEREST section on page 1 of the EXHIBITS PACKAGE for required information to be included here.

Baker Donelson certifies that we have no conflict of interest to continue serving the West Valley Parnters in suppor of Luke AFB.

Attachment A: Outcomes & Highlights for Luke AFB

Recurring

West Valley Partners Hosted by Baker Donelson Team

- Each year, the Baker Donelson team hosts the WVP in our Washington, D.C. office. This visit encompasses important meetings with Congressional members, DoD officials, and USAF officers in efforts to positively impact the WVP legislative objectives. These annual trips are critical not only to achieving the objectives set out by the WVP, but in communicating the importance of Luke AFB and the West Valley in the realm of national security.

Baker Donelson Team Travels to Arizona

- Annually, the Baker Donelson team has representatives travel to Arizona to meet with the WVP and Luke AFB. This trip is crucial in ensuring effective communication about the Fiscal Year objectives and legislation sought by the WVP, allowing our team to create a path forward to generate a successful outcome.

2018

F-35 Sustainment, Restoration, and Modernization Appropriation

- In 2018, the team secured a Congressional appropriation of \$5M in additional Air Force Sustainment, Restoration, and Modernization (SRM) funds to address safety and security needs identified by the Luke AFB Commander. This was critical in supporting the F-35 mission sustainability.

F-35 Defense Funding & Strike Hazard Appropriations

- The Baker Donelson team tracked the defense portion of the Omnibus Appropriations Bill for Fiscal Year (FY) 2018, in which important impacts to Luke AFB were seen. A summary of the Omnibus Appropriations Bill as it impacts Luke AFB is seen below:
 - \$10.2B for 90 Lockheed Martin F-35 Joint Strike Fighters (48 F-35A aircraft)
 - Bird and wildlife aircraft strike hazard: and increase of \$1.6M (specifically requested by Luke AFB)

Tyndall AFB – Ensuring Future Placement of Two Squadrons

- **Ask for information re: how team delivered guarantee of the two squadrons returning.**

2019

FY19: Squadron 5 Appropriations

- The President's Budget Request for the Fiscal Year 2019 included \$40M for Squadron 5 Aircraft Maintenance and Squadron Ops Facilities. **(Ask for more on this)**

2020

Barry M Goldwater Range (BMGR)

- In FY20, \$28M was added by Congress to provide Barry M Goldwater Range with 4 new Joint Threat Emitters (JTEs) for installation by Luke AFB. This allowed Luke AFB to ensure the most optimal F-35 training environment available with current and realistic threat replication. This was a top priority addressed by the Baker Donelson team with the WVP in 2019 when the FY20 defense legislation was introduced. The team ensured updates were provided regarding the proposed budget and worked with officials to ensure that the funding for the JTE was properly implemented.

Congressional Delegation Meetings

- The Baker Donelson team met with the WVP Congressional Delegation to brief them on the FY2021 legislative requests. This Congressional Delegation included Sen. McSally, Sen. Sinema, Rep. Lesko, Rep. Gallego, and Rep. Kirkpatrick. This took place after a member of the Baker Donelson team had visited Arizona to meet with both the WVP, the Community Initiatives Team (CIT), and Brig Gen Canterbury to recap FY2020 and discuss upcoming priorities for FY2021.
- Later in the year, the Baker Donelson team provided Sen. Kelly's staff with read-ahead information that they had requested for a call with the WVP. Members of the team also participated in the West Valley Partners call with Sen. Kelly, providing an overview briefing of the coordination efforts between the WVP and Luke AFB and the Arizona Congressional Delegation.

2021

Pursuit of WVP Objectives

- For Fiscal Year 2021, our team sought \$15,000 for a new Child Development Center along with \$13.1M from Congress for the Gila Bend Consolidated Ops building. Our team put in a request for these projects identified for Luke AFB, on behalf of the WVP. The request for funding of the Child Development Center garnered support from both Arizona Senator's offices.

Quality of Life Issues

- The WVP formation of Working Groups in partnership with Luke AFB was a great accomplishment. The Housing Working Group and Defense Communities Infrastructure Program (DCIP) Working Group began prioritizing key issues that the partnership brought to their attention and were in pursuit of grants to fund agreed upon project objectives.

2022

- As Congress completes its work on the Fiscal Year (FY) 2023 Budget, Baker Donelson has actively engaged the Arizona Congressional Delegation, the Defense Oversight Committees, and the US Air Force to successfully achieve the following for Luke AFB:
 - Authorization and appropriation of \$4,750,000 in Planning & Design funds for the construction of a Child Development Center at Luke AFB.

- Working with Luke AFB's CIT and Luke's higher Headquarters (Air Education & Training Command (AETC)), we have also positioned Luke to have \$18,750,000 in construction funds for the CDC to be programmed for inclusion in the FY 2024 President's Budget Request.
 - Authorization and appropriation of additional funds in the US Air Force's Sustainment, Restoration & Modernization account which is accompanied by Congressional report language that notes the importance of up to \$5,000,000 being made available for the Gila Bend Turnaround project which is among Luke's unfunded priorities.
- Baker Donelson also coordinated a successful campaign involving Luke AFB and the West Valley Partners, which secured over \$1,200,000 for Luke AFB from AETC to security enhancements required at the Auxiliary 1 Field to protect the critical Instrument Landing System equipment located at this remote site. Protection of the equipment at this site is an important safety and operational requirement for the 56th Fighter Wing at Luke AFB.

Attachment B: Baker Donelson Team Bios

Steve Hyjek



Mr. Hyjek provides legislative and government relations guidance to his clients, focusing on procurement policy, military base enhancement, defense policy, export controls on military technologies and public policy matters. Mr. Hyjek has been formally recognized by state and federal agencies for his government relations achievements.

Prior to joining Baker Donelson's Government Relations and Public Policy Group, Mr. Hyjek was a principal in a federal marketing and lobbying firm for 24 years. During that time, he was selected to represent an array of defense technology developers and manufacturers on defense policy and government procurement matters.

Mr. Hyjek has successfully advised multiple public sector clients as the lead consultant during each of the base realignment and closure rounds dating back to 1991. He has developed and executed strategies for his military base clients which resulted in the gain of over 50,000 full-time equivalent positions and helped secure over \$700 million in Congressionally-approved Military Construction funding (over 90 percent of which remains in local communities). In the most recent BRAC round in 2005, he represented over 20 installations that experienced gains or remained intact when the process concluded. He was also successful in representing communities in conjunction with force structure adjustments conducted by the Department of Defense.

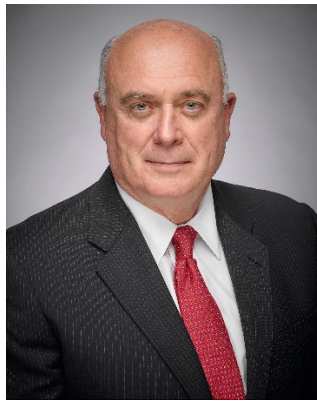
In addition, Mr. Hyjek has successfully represented a number of U.S. and international corporations, serving as an advocate for their interests with Congress and federal agencies. Mr. Hyjek maintains an active U.S. Government Security Clearance and a Pentagon Access Badge, which ensure his access to critical decision-makers on behalf of clients in the challenging budget environment.

From 1981 to 1986, Mr. Hyjek served as a Congressional Liaison Representative for the Secretary of the Army. During his tenure with the Department of the Army, he represented the Army's interests to Congress on procurement, environmental,

privatization and chemical demilitarization issues, as well as base closures and realignments. He advised the Army leadership on the impact of Department interests on Congressional interests, as well as facilitated discussions between Congressional leaders and Army principals to secure legislative support for the service's initiatives.

Mr. Hyjek began his career in Washington with the Senate, where he gained experience in the legislative process. He is a graduate of the American University with a Bachelor's degree in International Relations and a Master's degree in International Law.

General (Ret.) Howie Chandler



General Chandler retired from the Air Force in March 2011 after completing more than 36 years on active duty. His last assignment was in the Pentagon, Washington, D.C., as Vice Chief of Staff, United States Air Force, where he was responsible for formulating Air Force policy and guidance for over 680,000 Airmen including organizing, training and equipping Air Force personnel for worldwide operations. He led Air Force budgeting and resourcing decisions as Chair of the Air Force Council.

General Chandler's assignments as a general officer covered 14 years and included Commander, Pacific Air Forces; duty as Air Force Director of Operations in the Pentagon; Commander, Alaskan Command and 11 AF; Director of Operations at the beginning of Operations Enduring Freedom and Iraqi Freedom at Air Combat Command; an additional Pentagon assignment as Director of Operational Plans; Chief of Staff, Allied Air Forces Southern Europe in NATO during the air war over Serbia; and Commander, 56 Fighter Wing, the USAF's largest fighter wing at Luke Air Force Base, Arizona.

He served multiple overseas assignments where he worked closely with air forces of other nations in the Middle East, Europe and the Pacific. As Commander of Pacific Air Forces, he was responsible for approximately 45,000 Air Force members and their families principally in Hawaii, Alaska, Guam, Japan and the Republic of

Korea. He directed operations at nine major bases with approximately 350 aircraft operating primarily from the West Coast of the United States to India.

After beginning his flying career as an instructor pilot in the T-38, General Chandler flew all models of the F-15 Eagle with one assignment flying the F-16 Fighting Falcon. He has flown approximately 3,900 hours and commanded two fighter wings, a support group and a fighter squadron. He also completed staff assignments in the Pentagon, at Pacific Command, Pacific Air Forces, and the Military Training Mission, Riyadh, Saudi Arabia.

Before joining Baker Donelson he was Vice President, Business Development and International Programs, at Pratt and Whitney Military Engines, a United Technologies Company. At Pratt and Whitney, he was responsible for domestic and international military sales, assessing U.S. Military requirements and developing business strategies.

General (Ret.) Robin Rand



General Rand is a retired U.S. Air Force four-star general and former commander of Air Force Global Strike Command (AFGSC) and Air Forces Strategic, U.S. Strategic Command. He retired from the Air Force in 2018 after serving over 40 years on active duty. As commander of AFGSC, he was responsible for providing strategic deterrence, global strike and combat support. The command consisted of two numbered Air Forces, 11 active duty, Air National Guard, and Air Force Reserve wings, the Joint Global Strike Operations Center, and the Nuclear Command, Control and Communications (NC3) Center. Weapon systems assigned to AFGSC included all U.S. intercontinental missiles and bomber aircraft; UH-1N helicopters, E-4B National Airborne Operations Center aircraft, and the remaining U.S. Air Force NC3 weapons system. He previously served as the commander of Air Education and Training Command (AETC) at Joint Base San Antonio-Randolph in Texas where he was responsible for recruiting, training, and educating Air Force personnel.

During his military career, which included six overseas assignments, he had multiple flying assignments, served as an air liaison officer duty with the U.S. Army, and completed staff tours on the Joint Staff, Office of the Secretary of Defense, and Headquarters U.S. Air Force. General Rand has more than 5,100 total flying hours, mostly in the F-16, including more than 480 combat hours.

In addition to his two commands at AFGSC and AETC, other command duties included the 36th Fighter Squadron at Osan AB, Republic of Korea; USAF Weapons School at Nellis AFB, Nevada; 8th Fighter Wing at Kunsan AB, Republic of Korea; 56th Fighter Wing at Luke AFB, Arizona; 332nd Air Expeditionary Wing at Balad AB, Iraq; and 12th Air Force (Air Force Southern) at Davis Monthan AFB, Arizona.

General Rand also serves as chief executive officer for the Gary Sinise Foundation, a non-profit organization that offers a variety of programs, services and events for our active duty military members, veterans, first responders, and their families.

Lieutenant General (Ret.) James Jackson



Lt Gen James F. Jackson, USAF (Ret), is an experienced senior leader with 25+ years as a U.S. government executive. During his last Department of Defense position, he served as the Chief of Air Force Reserve and Commander, Air Force Reserve Command. During that time, he was the principal advisor on Reserve matters to the Secretary of the Air Force and the Air Force Chief of Staff. As Commander, Air Force Reserve Command, he had full responsibility for organizing, training and equipping of U.S. Air Force Reserve units worldwide. Working closely with Congress and the local communities, he ensured the successful planning and execution of a \$6.2 Billion congressional appropriation for over 60 geographically dispersed units in every Air Force mission and approximately 70,000 Citizen Airmen.

General Jackson's Air Force career included flying tours in Europe and the Pacific, in addition to multiple military aviation and leadership assignments in the United States. He is a 1978 graduate of the U.S. Air Force Academy, with a Bachelor of Science Degree in Human Factors Engineering. His demonstrated leadership and

experience include assignments in Air Combat Command, Air Mobility Command, Pacific Air Forces Command and U.S. Air Forces Europe. General Jackson's joint experience includes nuclear, conventional and cyber operations in U.S. Strategic Command and U.S. Pacific Command as well as three tours of duty in the pentagon.

His relevant expertise also includes significant civilian aviation experience as a Captain with a major air carrier for over 20 years. Additionally, he has a Master's Degree in Aeronautical Sciences from Embry Riddle Aeronautical University where he taught as an adjunct professor in their aviation safety, airfield management and aeronautical engineering courses.

General Jackson is a graduate of multiple senior executive training programs including: Air War College, National Defense University National Security Course, Senior Information Warfare Course, Harvard University Senior Executives in National and International Security Course, George Washington University Senior Executive National Security Studies Program and the Leadership at the Peak Course, Center for Creative Leadership.

The founder and managing partner of JJackson Consulting LLC, his company is focused on the areas of Department of Defense Policy, Civilian Aviation Policy, Congressional and Community Relations, Strategic Planning and Budgeting, Aviation and Airfield Operations and Senior Leader Development and Succession Planning.

His professional affiliations include being a lifetime member of the United States Air Force Academy Association of Graduates, the Air Force Association, the Military Officers Association of America, the Reserve Officers Association, the Airlift/Tanker Association and the Embry Riddle Aeronautical University Alumni Association.

Lt Gen (ret) Jackson is as a member of the Air Force's Adjunct Contract Professor (ACP) Program, providing Air Force senior leader training, mentorship and specialized subject matter expert (SME) expertise. He also serves as a member of the Falcon Foundation Board of Trustees, United States Air Force Academy.

Retired from the Air Force in 2016, Lt Gen Jackson's military biography is available on the Air Force website.

Lieutenant Colonel (Ret.) James Mitchell



Lt Col Mitchell served as a fighter pilot in the United States Air Force, flying with the 56th Fighter Wing. Upon retiring from the Air Force, Lieutenant Colonel (Ret.) Mitchell was a pilot for United Airlines for over twenty years and served as the Director for the Luke AFB Community Initiatives Team (CIT). In this position he was acknowledged as the primary contact between the surrounding community and senior leadership of the nation's largest fighter wing. Lieutenant Colonel Mitchell has experience with both state and national development firms that sought compatible development in the Phoenix Basin, while also containing impactful knowledge of the legislative process in helping ensure mission sustainability. His work includes drafting legislative and policy documents that became codified in state law, ultimately protecting all installations within Arizona. The SecAF and CSAF identified Lieutenant Colonel (Ret.) Mitchell and the Luke CIT team as the "Gold Standard" for community relations during his time as Director.

John Armbrust



John Armbrust formerly served as the President for the Association of Defense Communities (ADC). Mr. Armbrust was also the Executive Director (Emeritus) of the Kansas Governor's Military Council. He is a DCIP and P4I subject matter expert that provides the team with critical insights and analytics. His connection with the

ADC serves the team well as Luke AFB is a pertinent example for Air Force communities around the country.

Thomas Shaw



Tom Shaw works on aerospace and defense policy issues for clients in both the public and private sectors. He advocates for clients in Congress, in the Pentagon, and within various federal agencies. Mr. Shaw has assisted states in navigating new regulations and policy, efforts in mission sustainment and growth, and advocating for legislative priorities. Prior to joining Baker Donelson, Mr. Shaw attended the George Washington University School of Law. Mr. Shaw is licensed to practice law in Washington, DC. Before attending law school, Mr. Shaw worked with the Senate Budget Committee under chairman Senator Kent Conrad. Mr. Shaw also spent time working in Congressman Dan Benishek's Office (MI-R).

Brian Schaffner



Brian Schaffner joined Capitol Hill Consulting Group as Senior Vice President in 2021 after spending over 8 years at Baker Donelson as a senior member of the Federal Aerospace and Defense Policy Team. Prior to joining Baker Donelson, Mr. Schaffner worked as the senior legislative assistant to House Armed Services Committee Member and Congresswoman Kathy Hochul. He also served as the military legislative assistant and appropriations director for Congressman Dan Maffei.

Mr. Schaffner has over a decade of experience advising clients on national security policy and funding opportunities in both the public and private sectors. He has worked with state and local governments and Department of Defense (DoD) suppliers of all sizes, ranging from Fortune 500 companies to small business suppliers. His knowledge of the legislative and appropriations process combined with his strong understanding of the DoD and other federal agencies allows him to develop and execute successful strategies for a wide range of clients. Over the years, Mr. Schaffner has helped to secure millions of dollars in federal funding for clients as well as favorable legislative provisions to ensure clients remain competitive in their individual markets. Mr. Schaffner prides himself on his ability to build and maintain relationships across the U.S. government, a significant benefit for his client base.