



LOCKRIDGE
GRINDAL
NAUEN
P.L.L.P.
Attorneys at Law

Proposal for Federal Lobbying Services
for the
City of Ramsey

January 3, 2012

**LOCKRIDGE
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January 3, 2012

Mr. Kurt Ulrich
Administrator, City of Ramsey
7550 Sunwood Drive
Ramsey, MN 55303

Re: Federal Lobbying Services Proposal

Dear Mr. Ulrich:

LOCKRIDGE GRINDAL NAUEN P.L.L.P. ("LGN") is pleased to provide you with the enclosed proposal for Federal Lobbying Services. Our firm has had a Washington operation for over twenty years and our federal relations practice group has focused on a community development client base, with a special emphasis on designated funding and infrastructure investment. In that capacity, we have developed strong relationships with Members of Congress and key policy makers in several Executive Branch Departments.

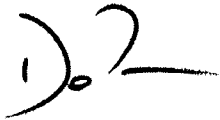
We currently represent a wide range of clients, from local transportation coalition groups to public hospitals, public and private universities, social service providers, and individual corporations and nonprofit organizations. No other Washington D.C. based lobbying firm is as well positioned and experienced to advance an individual community's federal relations objectives. Our team has decades of public and private government relations experience working with the White House, the Executive Branch, and Congress to further our clients' public policy priorities and interests. That experience encompasses all aspects of the federal legislative and regulatory policy development process. Our clients have reaped the benefits of those relationships and investments, and we have been able to secure millions of dollars in designated funding for numerous communities across the United States.

Our relationship with our clients often includes responsibility for all federal legislative and regulatory issues that may affect them. In addition, we regularly submit federal relations updates and draft federal public policy reports for client publications. We provide regular, direct communications with Congress, and we schedule meetings with federal policy makers at the direction of our clients. We encourage you to contact anyone associated with any of our clients to seek an appraisal of our services. We are confident you will find they see a true value in the services we provide and recognition of the personalized nature of our representation.

Today, we wanted to give you the basic outline of who we are and what we do. We stand ready to work with you to develop an agreeable, strategic plan to achieve your objectives. Based on my understanding of your needs, We believe we can agree upon an annual retainer that would be appropriate to accomplish your goals. All fees are flat rate and inclusive of all normal and regular expenses and are billed monthly based on a 12-month contract. Upon acceptance and under your direction, **LOCKRIDGE GRINDAL NAUEN P.L.L.P.** would develop a specific fee schedule tailored to meet the unique needs of the City of Ramsey.

Again, Mr. Ulrich, we thank you for giving us this opportunity, and we look forward to discussing these issues at your convenience. Please let us know if you need more information or if we may ever be of assistance.

Sincerely yours,

A handwritten signature in black ink, appearing to read "D. McGrann", with a stylized flourish at the end.

Dennis M. McGrann
Director of Federal Relations
LOCKRIDGE GRINDAL NAUEN P.L.L.P
Federal Relations Group, Washington, DC



About LGN

GENERAL INFORMATION

LOCKRIDGE GRINDAL NAUEN P.L.L.P. (LGN), founded in December 1978, has a long history with citizens and communities across the United States. Based in Minneapolis, Minnesota, with **Federal Relations Group** offices in Washington, D.C., LGN's practice consists of four major areas: **sophisticated civil litigation** with an emphasis on the areas of antitrust, securities, intellectual property, employment, and environmental law; **a general corporate/commercial practice** with an emphasis on antitrust, computer, telecom, copyright, trademark, and employment law; **government relations** at the local, state, and federal levels; and **health care** related to corporate and commercial matters. The firm's clients come from diverse areas and include business enterprises, local governments, banks, trade and industry associations, real estate developers, health care professionals and casualty insurers/authors.

In addition to its Minnesota-based resources, LGN is the only Minneapolis-based law firm with a long-standing federal lobbying office in Washington, D.C. Our lobbying model utilizes both the State Government Relations Group and the Federal Relations Group to work hand-in-hand, when appropriate, to ensure success for our clients. The efficiencies that result from retaining a firm that can provide services from the Minnesota Capitol to our nation's Capital are unique to the representation offered by LGN.

LGN's government relations teams are a diverse group of professionals with a broad range of federal, state, and local government experience. We have established many long-standing and strong working relationships with elected officials at both the State and Federal level. Our approach provides clients with the best possible issue representation and affords excellent opportunities to impact policy decisions by interfacing with the key Republican and Democratic decision makers on a personal basis.



OUR APPROACH TO ADVOCACY

We will build a precise, cost-effective, City-directed program that accomplishes your goals. This program includes at least five basic components:

Thorough Analysis:

The LOCKRIDGE GRINDAL NAUEN Federal Relations team, working directly with your staff, will carefully and completely analyze each critical issue area identified by you and your representatives. This includes transportation policy/funding issues, economic development programs, environmental mandates, grassroots operations, federal grant procurement, and others – as instructed by you – focusing on strategy, likely action timetables, real and potential problems as well as advantages of various options, key players and other pertinent background.

Action Plan:

Using that analysis, we will work with staff to prepare an effective, goal-specific, City-directed government relations strategy.

Primary Source Information:

There is no shortage of ordinary "information" on the issues that matter to our nation's communities – from the media, on the street, off the rumor mill. But *your* information must be totally accurate, absolutely timely, and significant. Using LOCKRIDGE GRINDAL NAUEN's extensive network of contacts, we go beyond conventional sources to get the critical information you need, when you need it, directly from decision makers. Then we make sure all of us understand the implications and work with you in determining the best course of action.

Direct Contact:

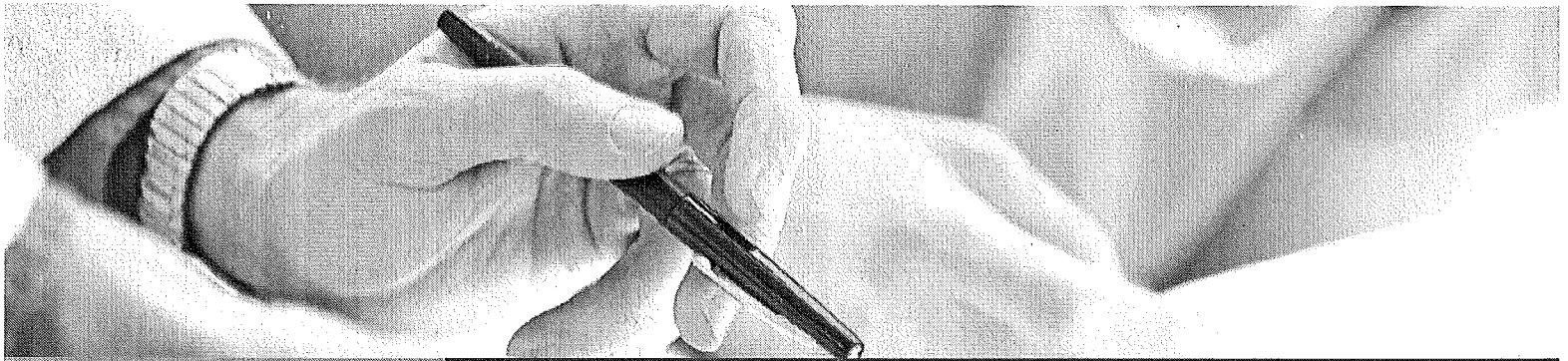
We will utilize a two-pronged approach for the City. The LOCKRIDGE GRINDAL NAUEN Federal Relations team will put *you* into direct contact with decision makers in the Administration, Congress and Federal agencies, making certain that you meet with the right people, at the right time, to help assure a successful outcome.

And, we will contact them directly, using our knowledge of the issues and close professional relationships with key people to guide and improve legislation of special concern to local officials.

Our Approach to Advocacy

Strategic Events

The **Federal Relations Group** is highly active in hosting and attending Delegation-related events, always being sensitive and aware to strategically offer our resources and assistance in planning and implementation where possible. We also work closely with the Minnesota State Society and other groups in organizing a number of Minnesota-specific gatherings on the Hill. Whether in Washington D.C. or Minnesota, we take the utmost care to ensure Ramsey is aware of any important events and to put the Mayor and Council Members in front of the delegation and their staff wherever possible to strengthen the those relationships.



TECHNICAL PROPOSAL

The **LOCKRIDGE GRINDAL NAUEN Federal Relations Group** has prepared the following scope of services to provide you with further detail as to the methods we would employ to assist you as you seek to accomplish your objectives. That said and as previously stated, we are prepared to work with you to design a package of services that meets your specific needs and addresses your objectives.

Federal Strategy

The **Federal Relations Group** has established a longstanding and strong working relationship with critical committees, key members of Congress, and Administration officials. We will work to maintain and strengthen those relationships by frequent communication focusing on key policy issues and initiatives for the City of Ramsey.

The **Federal Relations Group**, working directly with Ramsey, will devise and implement a federal strategy to maximize opportunities to advance your objectives. We will focus priority policy initiatives to align with current federal legislative and policy movement as well as the priorities of the Minnesota Delegation and of Administrative Agencies. This includes but is not limited to the following:

- Meeting with the City of Ramsey to assist in the development of your list of goals, priorities and specific projects, identify which could be addressed at the federal level, and assist in developing written material on each request to provide to congressional staff
- Working with the City of Ramsey tailor your requests to the delegation, administration and Senate/House objectives
- Carefully and completely analyze critical federal issues pertaining to your stated federal priorities and providing that information to City of Ramsey as appropriate
- Participating in regular conference calls with City of Ramsey

Technical Proposal

Advice and Advocacy

The **Federal Relations Group** will employ our relationships with key federal insiders which allows us to alert the City of Ramsey of crucial developments before they become public knowledge, so that the City can anticipate and respond to shifting federal conditions. We will actively seek opportunities to enhance the your federal legislative program and provide legislative strategy options that correspond to legislative realities.

The **Federal Relations Group** will utilize its resources to constantly monitor all federal legislative, budget, regulatory, and administrative developments that may directly or indirectly impact the City of Ramsey. Most significantly, **LOCKRIDGE GRINDAL NAUEN** monitors every step of the legislative and administrative process and those programs and designations important to your interests so that we can recommend and take appropriate and timely action to promote and protect these priorities. Our advocacy will include but is not limited to the following:

- Assisting in the preparation and submission of legislative and administrative requests.
- Scheduling meetings, briefings, and associated activities with Members of Congress and/or Executive Branch officials on behalf of the City.
- Ongoing and continuous review of client's "position" within the Congressional and Executive levels of the federal government.
- Closely examining the Federal Register on a daily basis for announcements of available funding which may be of interest to the City.
- Monitoring various federal agency actions for potential impact on the City of Ramsey and advise you when action would be beneficial to overall objectives
- Policy Analysis: We will help position you politically to deal successfully with Congress and the Executive Branch
- Policy Briefings: We will research, plan, arrange, and participate in formal policy briefings for Members of Congress and Federal Agency officials

Federal Agency Contacts

The **Federal Relations Group** also gives constant attention to announcements and policy declarations of the Executive Branch, Congressional committee and subcommittee hearings, major Washington press conferences, Administration policy announcements, and proposals from prominent public sector and industry interest groups. This includes but is not limited to the following:

Technical Proposal

- Monitoring and analysis of any client-identified Committees, Subcommittees, and/or agencies in support of client objectives
- Monitoring and analysis of all federal regulatory/administrative agencies that could impact client goals
- Advocating before Congress, congressional committees and federal agencies in support of the City's goals, priorities and projects

Liaison with National Organizations

The **Federal Relations Group** maintains relationships with numerous contacts in, but not limited to; the Department of Labor, Department of Housing and Urban Development, Department of Homeland Security, Department of Justice, Department of Transportation, Department of Energy, as well as contacts at national planning and advocacy organizations such as the U.S. Conference of Mayors (USCM), the National League of Cities (NLC), The National Association of Counties (NACO), and the National Sheriff's Association. Regular communications include but are not limited to the following:

- Assisting with grant applications to the appropriate departments as directed
- Continuous and focused interaction with our key contacts on the staff at the aforementioned associations
- Encouraging organizations to use the City's projects as an example to showcase in the media, agency publications, and Congressional testimony on Capitol Hill

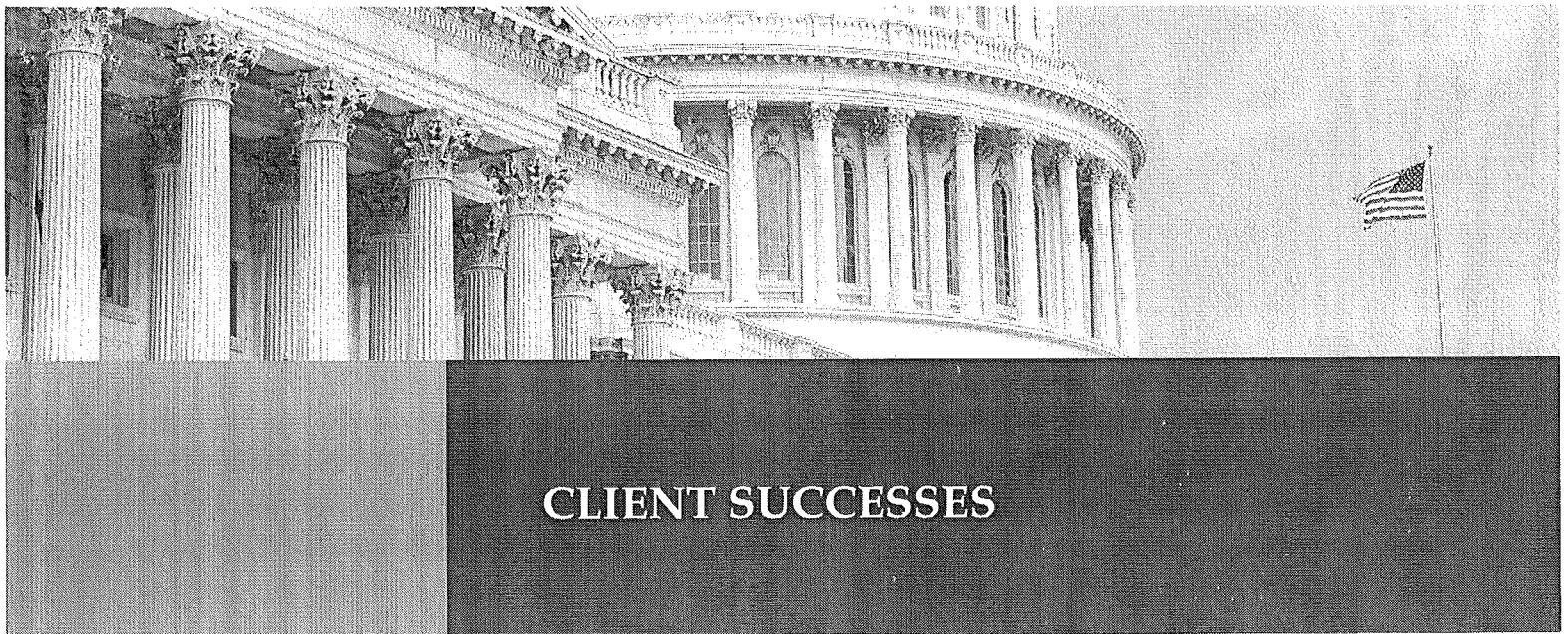
Deliverables

The **Federal Relations Group** will provide periodic and timely reports and updates to The City of Ramsey regarding pertinent Federal updates, and policy items. Reports may also include any of the following: "Grants" section with applicable grants that the City might be eligible for and may be interested in applying for; summary of ongoing federal funding initiatives and progress of related bills/proposals; summary of recent federal advocacy activities. In addition, we will also:

- Provide Ramsey with regular reports and updates on all legislative and budgetary issues that may impact the City

Technical Proposal

- Prepare a final report at the conclusion of session which includes the final status of the City's priorities and a summary of the impact of major legislative changes
- Prepare and distribute memoranda/ documents on a priority basis as required
- Forward documents of interest and as requested
- Provide additional written report/newsletters and analysis for clients as needed and/or directed
- Prepare all public communications: letters, press releases, official Congressional testimony, formal executive agency submissions, briefing books, issues analyses, background briefing/ white papers, and memoranda



CLIENT SUCCESSSES

SUSTAINABILITY AND WORKFORCE PROJECT: Successfully obtained over \$4 million for the Community Works project focusing on integrating transit and transportation alternatives into the community to make an urban county more livable. The program resulted in the creation of new jobs and better access to employment opportunities and built long-term value by investing in infrastructure, public works, parks and the natural environment.

INTERSTATE HIGHWAY BRIDGE PROJECT: The **LGN Federal Relations Group** was retained by a coalition of local government and community based organizations to assist the coalition in securing federal bridge funding and to help move the project up the priority listings for the states Department of Transportation. LGN was successful in securing targeted appropriations funding and federal designation in the TEA-21 transportation authorization bill. These efforts helped improve the projects position on the state's priority list and resulted in moving the bridge ahead 10 years on the DOT's build list.

ENERGY LOAN GUARANTEE: LGN assisted a client in securing an \$800 million loan guarantee in federal legislative authorization for a highly innovative energy development project.

BIKE/PEDESTRIAN CORRIDORS: LGN worked to secure a highly innovative \$25 million "non-motorized transportation pilot project" for client city.

METRO AIRPORT: LGN worked to secure \$6.5 million to install and commission navigation aids and other equipment for the airport's newest runway.

AIRPORT NOISE MITIGATION: LGN assisted a client community in securing \$155 million in airport funds to mitigate outside the 65DNL contour – an unprecedented victory for our client and all of America's cities.

MULTIMODAL TRANSPORTATION HUB: A Midwestern city contacted LGN when they required significant financial assistance to save an early 20th-century rail depot. The **Federal Relations Group** implemented a winning strategy resulting in formal federal designation as a multimodal transportation center and secured a \$50 million federal contribution to the project.

Client Successes – Cont.

LAW ENFORCEMENT TECHNOLOGY: The LGN Federal Relations Group has worked with local government entities and law enforcement agencies to deliver millions of dollars in federal funding to advance law enforcement technologies. Our efforts have produced successful results for local and regional initiatives to upgrade communications technology, implement an automated time and attendance tracking system for efficient force deployment, and construct a multi-agency records system to allow instant access by legal personnel at every step of the process.

HOMELAND AND URBAN SECURITY: In the second year of a major Department of Homeland Security (DHS) grant for metropolitan areas, a LGN client was omitted from the list of grant recipients, despite prior assurances of continued funding. The LGN team swiftly initiated a response strategy of communication with the client's Congressional Delegation and direct meetings with DHS officials – ultimately resulting in the client's inclusion in the grant distribution.

COMMUNITY AND ECONOMIC DEVELOPMENT URBAN REVITALIZATION: LGN successfully addressed and implemented a strategy that resulted in a client city being designated an Urban Empowerment Zone resulting in over \$50 million in direct federal financial support and in another case a Brownfield Development designation that resulted in economic revitalization of a severely blighted area.

PUBLIC HEALTH FUNDING: When a major Midwestern medical research center sought critical development funding for promising and breakthrough research, they sought assistance from the Federal Relations Group in LGN's Washington, D.C. office. LGN designed an aggressive legislative and communications strategy, drafted Congressional correspondence and testimony, and worked directly with the research center's home state Congressional Delegation and national medical research officials in a coordinated plan to secure funding. Working in close consultation with client officials, LGN secured over \$10 million in new federal research funds, thus allowing the project to successfully proceed.

LOCAL GOVERNMENT HEALTH CARE CONSORTIUM: A consortium of local governments joined together in an effort to offer Medicaid eligible citizens coordinated human service program services. The plan was to seek a federal Medicaid waiver to demonstrate an integrated care package tailored to individual family needs and to allow the consortium to buy medical services directly from doctors, clinics and health plans. The LGN Federal Relations team successfully executed a strategy to help coordinate support for these efforts from the state's Governor and Members of the Congressional Delegation.

FEDERAL PUBLIC HEALTH CARE FUNDS: The LGN Federal Relations Group was asked by county clients to assist in an effort to correct a reporting error to federal officials costing counties millions of critically needed federal healthcare/human service funds. The team formulated an aggressive legislative strategy, drafted Congressional testimony, and worked with the Governor's office, the National Governors Association, and the National Association of Counties in a coordinated plan to enact federal legislation correcting the error and restoring millions of dollars of federal funding to impacted jurisdictions.

WORK SAMPLE

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MEMORANDUM

TO: Client
FROM: Lockridge Grindal Nauen P.L.L.C.
DATE: October 25, 2011
RE: Federal Update

Below you will find the October update. We have included relevant federal activities and an outlook on the fiscal year 2012 appropriations and transportation authorization process. Additionally, we have outlined the expected legislative agenda for the 112th Congress as framed by the recent debt and deficit discussions and have provided strategy recommendations for consideration.

CONGRESSIONAL UPDATE:

Over the past month, the House and Senate have traded a couple of weeks with one being in session while the other is out of session. Last week the House was in recess, this week the Senate has adjourned and will return to legislative action on October 31, 2011. Although they have been in and out of session, there has been a lot of transportation and transit related action in the last month.

TRANSPORTATION AUTHORIZATION:

As you may recall, current transportation programs are currently operating under their seventh extension which is set to expire on March 31, 2012. Traditionally, transportation programs are reauthorized every six years, putting the latest reauthorization close to two years overdue.

Previously, Senate leaders and House leaders were fairly far apart as to how they would proceed with a new bill. The Senate was looking at pursuing a two-year bill which would require that they find additional revenue to support current spending levels. Meanwhile, House leaders were pushing a bill that would only fund what current funding into the Highway Trust Fund could support.

Recently however, House leaders gave Transportation and Infrastructure Chairman John Mica (R-FL) the go ahead to work with the Senate on a new six-year bill which would fund spending at its current levels. While new revenue still needs to be found, this is a significant step which has begun to move the process forward. In the meantime, the Senate is continuing to move forward on a smaller two-year bill but are open to finding funding for a six-year measure.

November 8, 2011
Page 2

The Senate Environment and Public Works (EPW) Committee announced last week that they have scheduled a November 9th markup of a two-year surface transportation bill. Plans to advance the bill had previously stalled as the Senate Finance Committee continues to look for ways to bridge a \$12 billion gap between the \$109 billion cost of the bill and the money the Highway Trust Fund is projected to take in through existing fuel taxes.

While financing remains the immediate obstacle for both a short-term and long-term deal, other issues remain on the table. For example, there have been efforts to amend the transportation enhancements program, which requires states to set aside some of their federal highway funds for such improvements as bicycle lanes or pedestrian paths. It is expected that the program will be revamped in some manner.

ACTION ITEM: Prior to the passage of the extension, you may wish to send a letter to the entire Delegation encouraging them to do just that. Lockridge Grindal Nauen has provided you with additional draft letters for your consideration which thanks the delegation for passing the extension and once again lays out your priorities.

JOBS LEGISLATION:

Several weeks ago, the Senate fell short of the 60 votes necessary to take up the President Obama's American Jobs Act legislation. Since then, Senate Majority Leader Harry Reid (D-NV) has started to move ahead with a strategy to vote on popular portions of President Obama's jobs-creation bill.

Last week, a jobs bill which was aimed specifically at providing funding for teacher, firefighter and police jobs (S. 1723) failed to pass the Senate. Recently, Democratic Leaders indicated that they will be turning their focus to transportation jobs.

On October 21, 2011 Senate Majority Leader Harry Reid (D-NV) and Senator Amy Klobuchar (D-MN) introduced the "Rebuild America Jobs Act" which seeks to create jobs with a short-term infusion of \$60 billion in road, bridge, rail, transit, and airport projects. It would be funded with a surtax on income above \$1 million.

The plan includes:

- \$27 billion for highway and rail projects
- \$4 billion specifically for passenger-rail upgrades, including some high-speed rail projects, and \$2 billion for Amtrak to upgrade and replace equipment and infrastructure.
- \$3 billion to capitalize public transit projects.
- \$6 billion for "fixed guideway" light rail and electric trolley buses, as well as bus systems.
- \$5 billion for competitive grants available for any transportation additions and upgrades.
- \$2 billion for airport development grants.
- \$1 billion for the Federal Aviation Administration to advance its NextGen air traffic control system upgrade.
- \$10 billion to establish a national infrastructure bank to fund future transportation projects, seeking to help to match public and private money.

The measure is slated to be taken up in the Senate when they return from recess next week.

November 8, 2011
Page 3

ACTION ITEM: We will continue to update you on new jobs proposals as they become available and recommend specific actions aimed at advancing your federal transit objectives.

FISCAL YEAR 2012 APPROPRIATIONS:

The House and Senate cleared a short-term spending bill to keep the government running through November 18. With the federal government currently operating under this Continuing Resolution, work on a final budget solution for Fiscal Year 2012 continues.

Last week, the Senate continued their work on FY2012 appropriations and began consideration of a "minibus" appropriations measure which combined the Agriculture, Commerce, Justice and Science and Transportation and Housing appropriations measures. Senate leaders hoped to pass these spending measures by the end of last week, but the process moved slowly and they adjourned for recess prior to completing the measure. Although they are likely to complete the bill on November 1st when they return, the slow pace has put into question how many more appropriations bills they will be able to move before the end of the year.

Congress has in recent years – and under control of both parties – relied often on omnibus measures and even long-term continuing resolutions to fund the federal government. However, it remains unclear whether a final budget solution will come in the form of a large package of bills known as an "omnibus", a series of smaller "minibus" packages, or a longer-term Continuing Resolution at last year's funding levels.

ACTION ITEM: We will continue to monitor this process and alert you of any amendments/measures which could impact your federal priorities. In addition, we will monitor this process for opportunities to highlight your priorities among key policy makers and the programs which you support.

DEBT AND DEFICIT AGREEMENT/ONGOING DISCUSSIONS:

On August 2, 2011 Congress cleared a debt ceiling deal at the 11th hour in an effort to avoid a government default. The current \$14.3 trillion ceiling on federal borrowing will now be increased by an amount between \$2.1 trillion and \$2.4 trillion, a sum presumed sufficient to allow the Treasury Department to operate beyond the 2012 election and into 2013. The increase will come in two steps: \$900 billion immediately and the second increase of \$1.2 trillion to \$1.5 trillion would be available later. The size of the second increase will be determined by actions Congress takes to curtail growth in the debt. The deal cut about \$1 billion (over 10 years) in current spending and created a special "Super Committee" to recommend more than \$1 trillion in additional reductions.

For reference, the debt reduction panel timeline is below.

- Oct. 14: Deadline for standing committees to forward their recommendations to joint committee.
- Nov. 23: Deadline for joint committee to vote on legislative proposals, with a 10-year deficit reduction goal of \$1.5 trillion.
- Dec. 2: Deadline for joint committee to formally report proposals.

November 8, 2011
Page 4

- Dec. 23: Deadline for House and Senate to vote on proposals, without amendment.
- Jan. 15: Deadline for enactment of at least \$1.2 million in deficit reduction, or across-the-board spending cuts will be triggered.
- Jan. 2, 2013: If triggered, across-the-board cuts will take effect.

As you can see above, the 14th of October marked the deadline for Committees to forward their recommendations. Congressman Collin Peterson (D-MN-07) said he's been talking to Senator Max Baucus (D-MT) (a supercommittee member and fellow Democrat) about agricultural subsidies. Senator Carl Levin (D-MI) sent the panel a seven-part tax plan. Maryland Gov. Martin O'Malley, the chairman of the Democratic Governors Association, and Governors Mark Dayton of Minnesota and Christine Gregoire of Washington met separately with the Senate Democratic supercommittee members and the House Democratic supercommittee members in the Capitol.

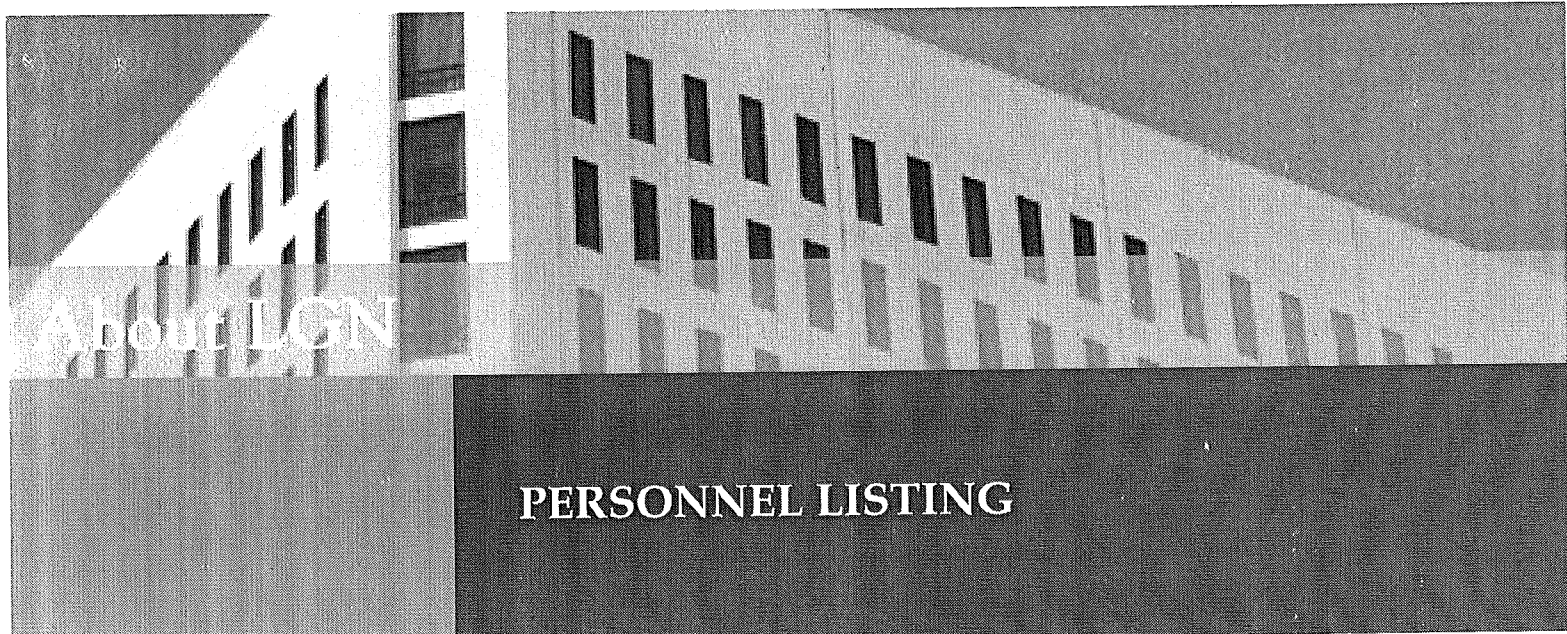
The legislative discussions surrounding the debt and deficit have taken and will continue to take up a significant amount of time on Capitol Hill over the next six months and beyond. With this said, almost every portion of the federal budget has the potential to be impacted as the "Super Committee" takes up the work of finding cuts which seek to produce long-term savings (including transportation and transit funding). In an effort to educate Members of Congress about the importance of transit, this will be a critical time to be engaged in advocacy on the Hill.

ACTION ITEM: We will continue to monitor debt and deficit discussions and the work of the "Super Committee" and seek opportunities for you to engage Congress in an effort to ensure that Members of Congress understand the importance of transit in urban communities.

STRATEGY RECOMMENDATIONS:

Last year at this time we recommended a number of actions aimed at strengthening your profile on Capitol Hill through enhanced communication. Some of these recommendations have been acted on while others have not. With this in mind, we respectfully submit the following for your consideration. Other recommendations have been outlined in the above memorandum.

- **Federal Transit Administration and Congressional Delegation Fly-in:** This annual fly-in would allow you to interact with high ranking FTA officials and promote your on-going projects. The FTA Fly-in is an excellent opportunity to engage the administrative branch and relay to them the support of our Congressional Delegation. COMPLETED: March 31, 2011
- **Staff Summits:** Summits would be held in your state with our Congressional Delegation and/or their local and D.C. staff to highlight and/or tour a specific project or facility. This focused approach to individual corridors and projects will give staff a unique perspective and an interactive experience with each project. Spacing these events out will also allow you to have multiple opportunities to showcase their federal priorities. COMPLETED: March 16, 2011
- **Monthly Report:** Frequent updates from your staff provided to all Delegation staff and Members in order to keep our federal partners aware of any and all developments regarding your priority projects. This will enhance their level of engagement with projects and give helpful background on project history. - ONGOING



PERSONNEL LISTING

The **LOCKRIDGE GRINDAL NAUEN Federal Relations Group** is uniquely positioned to offer clients the benefit of our experience and expertise with regard to the current Minnesota Delegation, as well as our knowledge of the history and legacy of Minnesota politics.

Each member of our staff can claim Minnesota as home and brings to the table an understanding of Minnesota local governments and the spectrum of politics represented by the elected officials that shape its ideals. As a Minneapolis-based law firm, **LGN** itself is rooted in Minnesota, and all of our staff – through families, friends, civic commitments, and daily activities – remain stakeholders in the community.

Through our combined experience working for the Minnesota Delegation, the **LGN** team has gained an unequalled familiarity with the frequently changing dynamics of Minnesota politics on Capitol Hill. From this knowledge, we have built a well-tested advocacy strategy that positions City policy priorities within the action plan of our federal elected officials to ensure the best return on investment.

Over the years, there have been countless examples of reliance on the **Federal Relations Group** to provide honest and straightforward information about our clients to Members of Congress. Our team is in constant contact with staff and Members, and we therefore stay on top of changing staff and their areas of expertise. Not only are we accessible to the offices, staff routinely calls us to brief them on vital issues for their Member's constituents.

In addition to our direct experience representing the Communities from all across Minnesota over many years, our staff has prior applicable experience shaping policy on issues of critical interest to local governments. We have been a part of public debate and development of public health initiatives, environmental policy, transportation and infrastructure developments, and public safety policy agendas.

Federal Government Relations Group



DENNIS M. MCGRANN

The firm's federal government relations division is led by Dennis M. McGrann, a twenty year Washington insider, who, while on Capitol Hill, was repeatedly recognized as one of the United States Congress' most influential staff members by the nationally noted publication *Almanac of the Unelected*. Mr. McGrann served in the U.S. House of Representatives for over a decade in a number of key Congressional policy positions including committee staff director and chief to staff to the vice chair of the Subcommittee on Health and Environment. He also served in a high level Presidential transition position in the U.S. Department of Energy. Over the past two decades, Mr. McGrann has been engaged in many of the major federal regulatory and legislative battles, including amending the Clean Air Act, telecommunications industry deregulation, health care reform, energy deregulation, financial market reform and nationwide air and surface transportation reauthorizations.

He has been called upon by both Democratic and Republican administrations to lend his expertise and support to a host of high priority initiatives. He currently serves as an adviser to the administration on international transportation policy negotiations. Mr. McGrann is a native of Watertown, South Dakota, attended the Università del Sacra Cuore in Milan, Italy and pursued advanced studies at the University of Delaware in Newark, Delaware. He is a graduate of the University of St. Thomas, St. Paul, Minnesota with MBA, M.A. and B.A. degrees.

Federal Government Relations Group



ANDY R. BURMEISTER

Andy R. Burmeister is a seasoned Capitol Hill veteran who joined Lockridge Grindal Nauen after a career on staff in the United States Senate with Senator Norm Coleman. In his role, Mr. Burmeister served as a Legislative Assistant responsible for federal Appropriations requests and issues pertaining to Transportation & Infrastructure, Science and Technology, and Education policy. Mr. Burmeister previously worked in the St. Paul office of Senator Norm Coleman where he served as a policy liaison for local communities, businesses, and non-profit organizations.

Mr. Burmeister has a bachelor's degree in History and Political Science from Bethel College and is a candidate for a Masters in Public Policy from the Humphrey Institute at the University of Minnesota. He is a Roseville, Minnesota native.

Federal Government Relations Group



EMILY J. TRANTER

Emily J. Tranter's focus with the Lockridge Grindal Nauen Federal Relations Group is representing clients in the areas of infrastructure development, transportation funding, environmental mitigation, energy research and the fields of public safety and local law enforcement. She spends significant time working with the firm's Transportation Policy Group, and is responsible for editing national transportation policy publications. In her role, Ms. Tranter has successfully worked to secure federal transportation appropriations as the primary liaison to federal policy makers on high priority infrastructure development programs.

Additionally, Ms. Tranter has developed significant expertise in the area of aviation policy, working closely with the firm's Aviation Policy Group and as the National Coordinator for the aviation non-profit *N.O.I.S.E.*, coordinating advocacy and outreach efforts for airport impacted communities.

Recently, Ms. Tranter was named as a principal member of the firm's Grants Procurement Group, which will serve to assist clients in the procurement of highly competitive and selective federal grants.

Ms. Tranter joined the firm following a distinguished career on staff in the United States Senate with former Minnesota Senator Mark Dayton. In her role there, Ms. Tranter specialized in coordinating federal appropriations requests from cities, counties, nonprofits and law enforcement agencies. While her legislative focus was on transportation development issues, Ms. Tranter also worked on several other legislative priorities, including environmental mitigation and American Indian Affairs.

Growing up in St. Paul, Minnesota, Ms. Tranter was active in politics from a young age, and a graduate of Minnehaha Academy in Minneapolis. She traveled east for college, but summer breaks brought her back to Minnesota to work on political campaigns or to work in Congressional offices. Ms. Tranter is a graduate of Hamilton College in Clinton, New York, with a bachelor's degree in political science.

Federal Government Relations Group

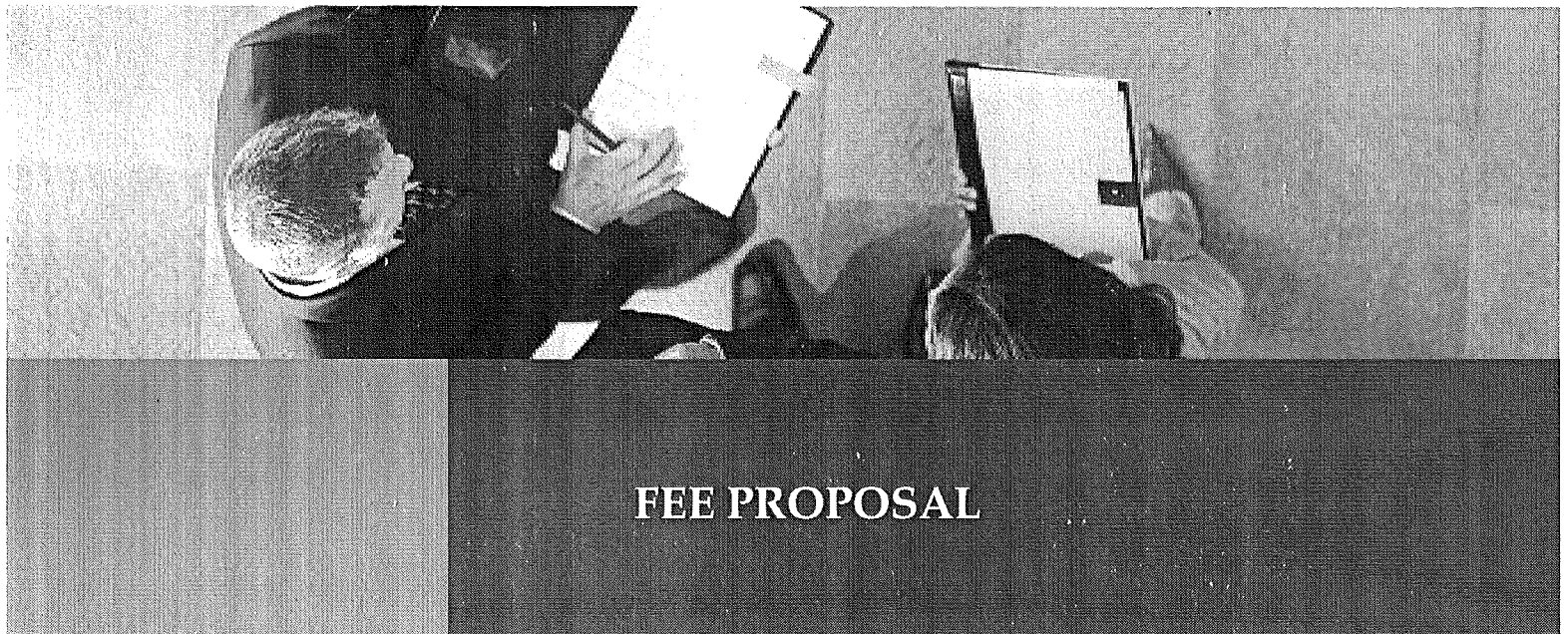


MEGAN G. KNIGHT

Megan G. Knight joined the firm's Federal Relations Group after working in Minnesota Governor Tim Pawlenty's administration. There she served as the legislative coordinator for the Minnesota Department of Health executing Governor Pawlenty's health care legislative agenda. During this time, Ms. Knight successfully passed the All Hazards Emergency Response legislation coordinating state, county, and local entities in the response to natural disasters or terrorist attacks. She achieved extensive experience in developing and implementing bold and innovative public health policy while serving Governor Pawlenty's administration. Ms. Knight previously worked at LOCKRIDGE GRINDAL NAUEN State Government Relations Minneapolis office, assisting numerous clients on health care, and business related issues.

Her keen understanding of health care issues is complimented by her experience working with key elected officials, including time as a Legislative Assistant in the Minnesota Senate Republican Caucus and time working with former Minnesota Senator Dave Durenberger at the National Institute of Health Policy in Minneapolis. Ms. Knight also has worked on numerous local, state, and national campaigns including achieving the largest number of Republican Senators in Minnesota history.

Ms. Knight is a graduate of the University of St. Thomas with a bachelor's degree in Political Science.



FEE PROPOSAL

The **Federal Relations Group** strives to develop cost-effective, long-term relationships with satisfied clients. Our fee schedules are structured to meet specific client's needs and to achieve maximum value for client's objectives. Traditionally, all fees are flat rate retainers inclusive of all normal and regular expenses and will be billed monthly based on a 12-month contract. Each month, we would provide the City of Ramsey with detailed work summary sheets outlining our progress and billings.

LGN's philosophy to keep a competitive price and, as such, our services do not cease once we have reached the capacity of our billable rate. Instead, we take a vested interest in the success of our clients and thus go above and beyond the contract rate when needed. Our responsibilities and inherent Midwestern work ethic does not vary based on retainer, and we are as invested in the success of our clients as they are in the missions they serve.

We have the ability to put together a package of services based on you representational needs. That said and based on our understanding of your representational requirements, we believe a monthly retainer of \$3,000 - \$5,000 would be appropriate to accomplish your goals. We understand the challenges you face when balancing priorities and, in good faith, would be willing to discuss adjusting our fees to best meet the City of Ramsey's requirements.

The LGN Federal Relations Groups sincerely appreciate the opportunity to present this short proposal to the City of Ramsey and look forward to working with you to achieve your objectives. Please do not hesitate to contact us should you desire additional about our firm and the services we provide.