

Alcalde & Fay is an employee-owned, minority (Hispanic) controlled subchapter C corporation. We were founded in 1973 by Mr. Hector Alcalde, our current Chairman. In the intervening years, we have grown from having three clients served by a two person staff, to a firm of over 20 people serving more than 50 public and private sector clients.

Recognized as a bipartisan firm, Alcalde & Fay's partners and personnel are drawn from both political parties and have among them close working relationships with many key legislators and staff on both sides of the aisle in the Senate and the House, as well as senior career staff in most federal agencies, and particularly those of interest to most counties. We would expect that, as in past Administrations, our contacts will continue to include a number of political appointees in the government being formed by President Biden. Our partners include a former Member of Congress, senior staff from Capitol Hill, and former Presidential appointees. Also included among our partners and associates are those with backgrounds in public relations, journalism, marketing, education, and the practice of law.

We are privileged to represent clients in both the public and private sectors. Our firm has built a reputation for effective public policy representation on behalf of numerous counties and cities (including many in California), transportation agencies, ports, airports, and water agencies. On their behalf, we have helped facilitate their priority programs and projects and assist on national issues in which they are interested, through federal authorizing and appropriations legislation, federal and foundation grants, and the administrative rulemaking process. We have also been able to assist clients by working with them to navigate the federal labyrinth and clear up bureaucratic obstacles and misunderstandings that have stood in the way of their objectives. Our public clients range in size from the City of Treasure Island, Florida (population of about 7,000), to Miami-Dade County and the City of Dallas. We believe we know how to adapt what we provide to meet the needs of each individual and unique client. And we believe that, over the years, we have done that for Sonoma County.

And because we enjoy a considerable clientele from the private sector, we are able to significantly participate in the political processes that might at times better enable us to access public policy-makers on behalf of all the firm's clients.

In testimony of our abilities, Alcalde & Fay was named as one of the "Top 10 Most Influential Lobbying Firms" in the country in a report that reviewed over 3,500 Washington lobbying firms in existence as of September 2014. The report, "Factors of Influence™ Data-Driven Assessment of Lobbying Excellence," was developed by the Graduate School of Political Management at George Washington University in partnership with Lobbyists.info, a division of Columbia Books, Inc.

We are proud of the fact that we continue to represent the very first client that retained our services 47 years ago, the Tampa Port Authority. Many of our other clients have utilized our services for at least ten years, and some for 20 years, 25 years, and more. Throughout changing circumstances, so many of our clients have discovered one constant; that Alcalde & Fay is a productive, cost-effective adjunct to their organization.

Alcalde & Fay has been privileged to represent Sonoma County or departments thereof since 1992. We have enjoyed a long and productive relationship, and together have addressed a significant number of challenges the County has faced over the years. We value our relationship and this history that we have built together and appreciate the opportunity to re-affirm our commitment to serving with vigor and enthusiasm, and with the dogged persistence required to help the County achieve its various objectives.

KEY PERSONNEL

To ensure effective representation, we will continue to employ a team approach working on the County's behalf. As with any good organization, our greatest strength - and your best assurance of our successful service for you - resides in the team that we assemble to represent your interests in Washington. Client teams are comprised of individuals selected among the firm's partners and associates to complement each other's experience and expertise in various issue areas of significance to the particular entity. The proposed Client Team for Sonoma County is *Paul Schlesinger, Kevin Fay, Perrin Badini and Mackenzie Dobson*.

At Alcalde & Fay, we are not so small that you are not adequately served during busy times or times of crisis. And we are not so large that we trot out senior partners to attract your business, who you then never see again. The County will have the assurance that the Team Leader and designated Primary Contact, Paul Schlesinger, will always provide timely and appropriate attention to the goals of the County. All members of our Sonoma County client team will always understand every aspect of your federal agenda and the current status of our work plan. And each of the team members will devote as much time as required to achieve the County's legislative goals and be available on a 24-hour basis when necessary. Although different members of the client team may work with Paul on various projects, each of the team members will be knowledgeable about all of the County's issues. Additionally, every partner or associate in the firm will be available on an as-needed basis to help with a particular Member of Congress or legislative issue. At Alcalde & Fay, the entire firm will continue to view itself as Sonoma County's Washington office, part of your staff, and every one of us will be available to be called upon to assist you as needed.

Paul Schlesinger, Senior Partner and Team Leader

Paul Schlesinger leads the firm's public client division. While a specialist on transportation and public infrastructure issues, his many years of work on behalf of a variety of municipal interests has allowed him to widen his areas of expertise until they now include most matters of interest to local governments.

Prior to joining the firm, Paul served Congress as a Committee Staff Director, Subcommittee staff member, and Legislative Assistant and Legislative Director for a senior Member of the House of Representatives from California. Today, he applies the knowledge and experience he gained on the Hill to assist a variety of clients who can benefit from his understanding of the Congressional process and inner workings of a variety of Federal agencies.

After four years on the staff of a senior Member of Congress, including as Legislative Director, he was appointed to serve on the Committee on Transportation and Infrastructure's Highway and Transit Subcommittee staff, and then became Staff Director of the full Committee, for a total of ten years on the Committee. During his service in Congress, he worked on several major pieces of legislation, including landmark legislation that increased the Federal gasoline tax to support greater infrastructure funding, two major reauthorizations of Army Corps programs and projects, and a major reauthorization of our nation's aviation laws.

He has worked on legislation affecting public transit, highways, clean air and clean water, flood control, ecosystem restoration, harbor development, water navigation improvements, Superfund, wetlands, coastal pollution, shoreline protection, regulation of the trucking, aviation and pipeline industries, and

Federal buildings and grounds. The Committee with which he served currently has jurisdiction over railroad and maritime issues as well.

While having worked on all those issue areas, Paul today enjoys as well, the challenge of learning new issues to help his clients. It is only because of that broadened expertise, that client teams he chairs have brought their clients \$1.95 billion dollars. So, every dollar invested by Paul's clients has resulted in an average return of \$144 to the client.

Mr. Schlesinger received a bachelor's degree in Government and Politics from the University of Maryland and continued his studies in the University's Graduate Program in Public Policy Analysis and Public Administration.

Kevin Fay, Vice Chairman and CEO

Kevin J. Fay is an internationally recognized specialist on environmental and energy issues with particular emphasis on governmental policies involving the atmosphere and climate. Mr. Fay has twice been recognized by the Environmental Protection Agency for leadership in global environmental protection. He has also served in a management capacity for public affairs programs for major trade associations. Kevin joined the firm in 1982 and serves as its Vice Chairman and CEO.

Kevin has a current and active interest in climate change issues and has been recognized as an authority within this complex and dynamic milieu. He was active in the legislative process that led to the 1990 Clean Air Act Amendments and has served as an industry representative on U.S. delegations dealing with these issues at international negotiations. A trained media spokesperson, Mr. Fay has appeared on numerous television and radio shows, including ABC's "Nightline" and CNN's "Crossfire."

Active in civic affairs, Mr. Fay has served on the Board of Visitors of the University of Virginia, the Board of the Fairfax County Park Authority, and on the Board of Governors of Bishop O'Connell High School in Arlington, Virginia. In recognition of his service to the community, Mr. Fay was honored as a recipient of the prestigious Lord Fairfax award. The Fairfax County Board of Supervisors presents this award each year for distinguished contributions to the community. He has also been honored as a recipient of the Catholic Schools Business Partnership award from the Catholic Business Network of Northern Virginia. He was named by the McLean Times and Providence Journal as its Citizen of the Year.

A member of the Virginia State Bar, Mr. Fay received his J.D. from American University in Washington DC and is an honors graduate from the University of Virginia.

Perrin Badini, Partner

Perrin Badini has more than a decade of experience working on behalf of many of Alcalde & Fay's transportation, municipal, education, and private sector clients on a broad range of issues including various modes of transportation, water resources, economic development, public safety, and infrastructure. Mr. Badini has been effective in helping public clients secure millions of dollars in Federal funding for projects ranging from transit and road improvements, flood damage mitigation and technology for law enforcement personnel to environmental initiatives, poverty reduction programs and

city-wide “Green” programs. In his capacity working with some of our private sector clients, he has organized both large and small fundraising and charity events across the country.

Prior to joining the firm, Mr. Badini worked for a prominent political media firm that specialized in research, planning and placement of political ads, including many for high profile Federal candidates. During this time, Mr. Badini managed the coordination and distribution of campaign finances to media outlets across the country, and worked closely with media buyers to insure the proper placement of campaign ads was achieved. He has also planned and organized fundraising and charity events for numerous organizations.

A native of New Orleans, Louisiana, Mr. Badini holds a bachelor’s degree from Louisiana State University, Baton Rouge, where he majored in Political Science.

Mackenzie Dobson, Legislative Staff Assistant

Mackenzie Dobson works on behalf of both public and private sector clients, providing legislative and regulatory analysis and research. Because the firm’s municipal and public body clients are interested in a broad range of legislative and regulatory matters, Ms. Dobson works on an assortment of issues, including but not limited to energy and the environment, education and workforce development, transportation and infrastructure, telecommunications, and trade.

Before joining the firm, Ms. Dobson interned at Marsh & McLennan Companies, in its government relations department, and then in its global public affairs department. She has also interned for the U.S. Department of State at the U.S. Embassy in Warsaw, Poland as well as on Capitol Hill for Senator Cory Gardner of Colorado. Her responsibilities in these offices have included drafting memos, performing legislative research, working with clients and constituents, and managing digital media.

After having grown up in the San Francisco Bay Area, Ms. Dobson graduated cum laude from the George Washington University’s Elliott School of International Affairs with a B.A. degree in International Affairs and a concentration in Security Policy, as well as a secondary major in Anthropology.