



CLARK HILL

Response to Request for Proposal for
Voting Rights Act Legal Counsel
Prepared for

Michigan Independent Citizens
Redistricting Commission

RFP No. 920, 210000001155

PROPOSAL

March 2021

www.clarkhill.com

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EXECUTIVE SUMMARY

Clark Hill PLC appreciates the opportunity to submit our qualifications to the Michigan Independent Citizens Redistricting Commission (MICRC) to provide legal advice and analysis related to the application of the Voting Rights Act (VRA) and other state and federal laws applicable to redistricting. Our Government and Regulatory Affairs team has extensive experience in representing both Democratic and Republican clients in addressing federal and Michigan election and redistricting laws. Our bipartisan backgrounds and access on both sides of the aisle will offer the MICRC balanced and effective counsel.

About Clark Hill

We are a multidisciplinary, international law firm that provides innovative legal solutions and client-service excellence worldwide. With more than 650 attorneys and professionals in 25 offices in the United States, Ireland, and Mexico, our extensive knowledge and understanding of key industries, combined with our geographic coverage, make us an ideal fit as our clients' legal advisors.

Founded in Detroit in 1890, Clark Hill is one of Michigan's oldest and largest law firms. With four offices in spread across the state (Birmingham, Detroit, Grand Rapids and Lansing), MICRC will benefit from our attorneys' experience and knowledge of local and state policies, regulations, customs, and venues.

Bipartisan Government Affairs Practice

Our Government and Regulatory Affairs team, which includes more than 30 senior-level individuals nationally, delivers powerful legislative strategy and regulatory counsel to our clients throughout Michigan and at the federal level. We draw on insights gained over our decades of experience in federal, state, and local government, where we have served as former local and state elected officials, state legislative and congressional chiefs of staff, senior gubernatorial staff, and staff in the executive and legislative branches of federal government. We have developed one of the strongest bipartisan government affairs practices, purposefully built with one uncompromising purpose: to successfully achieve client goals.

Experienced Core Team

Like the MICRC, our core team is intentionally split across the political spectrum to ensure our counsel takes into account all viewpoints and provides holistic advice and analysis. We also have a thorough understanding of the issues at hand and have represented both Democratic and Republican clients in addressing legislative apportionment and constitutionality and violations of the Michigan Election Law. Furthermore, our team brings to bear an intimate understanding of the legislative process from prior government service. Andrew Richner served for 27 years as an elected official in Michigan, including as a prior member of the Michigan State House of Representatives where he was Vice-Chair of the Redistricting and Elections Committee, among other roles. Reginald Turner served as a White House Fellow under President Bill Clinton and worked for U.S. Housing and Urban Development Secretaries Henry Cisneros and Andrew Cuomo. He has also had gubernatorial, mayoral, and county executive appointments in Michigan, including serving on the Michigan State Board of Education and chairman of

the City of Detroit Board of Ethics. While not a government position, we are also proud to note that Reginald is currently President-elect of the American Bar Association. We will lean on this experience and the connections built to further enhance our service offering to the MICRC.

Conclusion

Clark Hill has an in-depth understanding of the legal and regulatory issues that the MICRC will face as it works to develop and implement a redistricting plan. We will leverage our extensive and bipartisan experience to provide effective advice and analysis of the Voting Rights Act and relevant Michigan election law. We are fully committed to delivering the responsive service, innovative pricing structures, quality work product, and strategic thinking necessary to successfully counsel the MICRC.

CONFIDENTIAL TREATMENT FORM

INSTRUCTIONS. Complete either *Section 1* or *Section 2* of this CT Form and sign where indicated. This CT Form must be signed by the individual who signed the bidder's proposal. A completed CT Form must be submitted with your proposal, regardless of whether your proposal contains confidential information.

Failure to submit a completed CT Form with your bid is grounds for rejecting the proposal as non-responsive. See the Confidential Treatment Form and The Freedom of Information Act (FOIA) sections of the *Proposal Instructions* for additional information.

Section 1. CONFIDENTIAL TREATMENT IS NOT REQUESTED

This section must be completed, signed, and submitted with the proposal if the bidder does not request confidential treatment of any material contained in the proposal.

By signing below, the bidder affirms that confidential treatment of material contained in their proposal is not requested.

Request for Proposal No. 920, 210000001155

RFP Number

RFP for Voting Rights Act Legal Counsel

RFP Title

March 16, 2021

Date

Signature

Christopher M. Trebilcock, Member, Clark Hill PLC

Printed Name, Title, Company

VENDOR QUESTIONS WORKSHEET

Provide a detailed response to each question. “You” and “company” refers to the bidder.

Information Sought	Bidder Response
1. Contact Information	
Bidder’s sole contact person during the RFP process. Include name, title, address, email, and phone number.	Christopher M. Trebilcock, Member [REDACTED] Detroit, MI 48226 [REDACTED] Email: [REDACTED]
Person authorized to receive and sign a resulting contract. Include name, title, address, email, phone number. The awarded vendor will be required to establish an account in SIGMA Vendor Self-Service	Christopher M. Trebilcock, Member [REDACTED] Detroit, MI 48226 [REDACTED] [REDACTED]
2. Company Background Information	
Legal business name and address. Include business entity designation, e.g., sole proprietor, Inc., LLC, or LLP.	Clark Hill PLC 500 Woodward Avenue, Suite 3500 Detroit, MI 48226
What State was the company formed in?	Michigan
Phone number.	(313) 965-8300
Website address.	www.clarkhill.com
Number of years in business and number of employees.	131 years; more than 1,250 employees
Legal business name and address of parent company, if any.	Not applicable
Has there been a recent change in organizational structure (e.g., management team) or control (e.g., merger or acquisition) of your company? If the answer is yes: (a) explain why the change occurred and (b) how this change has affected your company.	While there has been no recent change in organizational structure, Clark Hill has undergone significant, deliberate growth over the last decade through a variety of mergers. These successful mergers have allowed Clark Hill to stay true to our values, strengthen our practices, and expand our services for clients.
Discuss your company’s history. Has growth been organic, through mergers and acquisitions, or both?	Clark Hill has a rich history dating back to 1890. Over the last 131 years, our firm has been shaped by an ever-changing environment, and driven by a

	<p>constant desire to evolve and stretch to meet the shifting needs of our clients. Major recent events include:</p> <p>2013 - The firm merged with Thorp Reed & Armstrong, which had a historic background in the Pennsylvania market and made Clark Hill into a national firm.</p> <p>2017 - Clark Hill expanded its footprint to the west coast by joining forces with Morris Polich & Purdy LLP (MPP), a firm with nearly 100 lawyers in California and Nevada.</p> <p>2018 - The firm combined with Texas-based Strasburger & Price, bringing nearly 200 attorneys to the firm's ranks in Texas, New York, Washington, DC, and Mexico City.</p> <p>2019 - The firm announced a combination with Irish firm O'Gradys, expanding the firm's Dublin office.</p>
Has bidder ever been debarred, suspended, or disqualified from bidding or contracting with any entity, including the State of Michigan? If yes, provide the date, the entity, and details about the situation.	No
Has your company been a party to litigation against the State of Michigan? If the answer is yes, then state the date of initial filing, case name and court number, and jurisdiction.	Matters that we litigated on behalf of or against the State of Michigan related to voting rights have been listed in this response. As a large, full-service law firm, we have represented clients in various proceedings involving the State and State agencies, including litigation and regulatory enforcement matters before agencies, administrative bodies, and courts; however, we do not believe these matters represent a conflict for the proposed engagement.
Within the last 5 years, has your company or any of its related business entities defaulted on a contract or had a contract terminated for cause? If yes, provide the date, contracting entity, type of contract, and details about the termination or default.	No

<p>State your gross annual sales for each of the last 5 years.</p> <p>If receiving a contract under this RFP will increase your gross revenue by more than 25% from last year's sales, explain how the company will scale-up to manage this increase.</p>	<p>Annual revenue for the past five years:</p> <p>2020 - \$303.6 million</p> <p>2019 - \$298.1 million</p> <p>2018 - \$295.9 million</p> <p>2017 - \$193.6 million</p> <p>2016 - \$151.5 million</p>
<p>Describe partnerships and strategic relationships you think will bring significant value to the Commission.</p>	<p>The bipartisan make-up of our core team will offer the MICRC a unique and invaluable perspective. We have developed contacts from both sides of the political spectrum and will utilize those networks to help the MICRC understand where areas of potential agreement lie on redistricting issues. Our team has terrific working relationships with legal counsel for the Secretary of State, and both the Michigan Democratic and Republican Parties.</p> <p>Our attorneys also are active members in a number of organizations relevant to the analysis of applicable laws, including the Federalist Society and American Constitution Society.</p>
<p>For the bidder, primary contractor, principal(s) of the primary contractor, key personnel, any subcontractors, or employees provide disclosures regarding the following relative to their redistricting work with individuals, groups or any public or private entities for the same or substantially similar work described in this RFP: (1) list of past relationships and (2) identify any current relationships and (3) identify any anticipated or future relationships that will be sought by the bidder. For each of the 3 categories of relationships, please identify which could give rise to a potential, actual or apparent conflict of interest and provide measures that would be taken to avoid or address a conflict, should one currently exist or would likely arise in the future.</p>	<p>As detailed below, we have represented the Michigan Democratic Party, the Michigan Republican Congressional Delegation and certain Republican representatives, the Michigan House of Representatives and Senate, the Oakland County Republican Party, Governor Gretchen Whitmer, then-Congressman Gary Peters, Congresswoman Elissa Slotkin, and Oakland County Executive Dave Coulter in matters addressing redistricting and other election law issues. While we maintain relationships with these clients, we would not pursue future matter representations that would present a conflict to serving as counsel to the MICRC in connection with redistricting.</p> <p>Clark Hill employs a dedicated staff in our Conflicts Department to ensure our advocacy of clients is</p>

These disclosure and conflict requirements are ongoing and will be the responsibility of the successful bidder for the full contract term.	free from conflicts of interest. Our standard operating procedure requires all firm attorneys to clear conflicts of interest on all parties involved in a matter before proceeding. When potential conflicts are identified, the attorneys involved in matters on both sides are contacted so that they can determine if a true conflict of interest exists and, if so, whether consents may be requested and obtained as necessary to resolve the conflict.
State the physical address of the place of business that would have primary responsibility for this account if bidder is awarded a contract under this RFP.	500 Woodward Avenue, Suite 3500 Detroit, MI 48226
3. Participation in RFP Development or Evaluation	
Did your company, an employee, agent, or representative of your company, or any affiliated entity participate in developing any component of this solicitation? For purposes of this question, business concerns, organizations, or individuals are affiliates of each other if, directly or indirectly: (1) either one controls or has power to control the other or (2) a third-party controls or has the power to control both. Indicia of control include, but are not limited to, interlocking management or ownership, identity of interests among family members, shared facilities or equipment, and common use of employees.	No
If you are awarded a contract under this solicitation, in order to provide the goods or services required under a resulting contract, do you intend to partner or subcontract with a person or entity that assisted in the development of this solicitation?	No
Will your company, or an employee, agent, or representative of your company, participate in the evaluation of the proposals received in response to this RFP?	No
4. State of Michigan Experience and Prior Experience	
Does your company have experience working with the State of Michigan? If so, please provide a list (including the	We have not represented the State directly; however, we have represented agencies/entities and government officials within the State of

contract number) of the contracts you hold or have held with the State for the last 10 years.	Michigan. Our relevant experience is detailed below.
<p>Describe all relevant experiences from the last 20 years supporting your ability to successfully manage a contract of similar size and scope for the work described in this RFP. These experiences should include:</p> <ul style="list-style-type: none"> • Significant expertise and experience in providing legal and advisory services specific to the Voting Rights Act (“VRA”), redistricting, and issues of equal protection and race in redistricting. • Experience and expertise in Michigan Election Law as it pertains to the Michigan Election Law (Act 116 of 1954). • Experience or expertise providing legal counsel and guidance to public bodies, boards or commissions 	<p>Voting Rights Act</p> <p>Previously represented the Michigan Democratic Party in matters addressing Michigan House, Senate, and Congressional delegation boundaries. The representation involved successful arguments related to the VRA.</p> <p>Previously represented the Republican Congressional Delegation from Michigan; Rep. Lee Chatfield, then-Speaker Pro Tempore of the Michigan House of Representatives; and Rep. Aaron Miller, then- Chairman of the Elections and Ethics Committee of the Michigan House of Representatives, in <i>League of Women Voters of Michigan, et al. v. Jocelyn Benson</i>, Case No. 2:17-cv-14148 in the U.S. District Court for the Eastern District of Michigan. The principle issue was whether the legislative apportionment plan implemented as Michigan Public Acts 128 and 129 of 2011 violated the plaintiffs’ Fourteenth Amendment equal protection rights and First Amendment free speech and association rights by discriminating against Democratic voters. We prevailed on appeal to the U.S. Supreme Court. While this matter addressed claims under the 1st and 14th Amendments to the U.S. Constitution, as opposed to claims under the VRA, significant attention and consideration was given to court opinions analyzing the VRA because it similarly involved claims of discrimination against protected classes.</p> <p>In addition, we have significant litigation experience involving state and federal election law. Serve as outside counsel to state and federal candidates, elected officials, political action committees, and ballot question committees on all matters involving state and federal campaign finance, ballot access, recalls, recounts,</p>

	<p>redistricting, the VRA, and other election law issues. Current and former clients include Governor Gretchen Whitmer, then-Congressman Gary Peters, Congresswoman Elissa Slotkin, and Oakland County Executive Dave Coulter. Organized state-wide Election Day voter access response teams and recount teams for state and federal candidates.</p> <p>Michigan Election Law Experience</p> <p>Represented the Michigan House of Representatives and Senate in: (1) seeking a declaration that Public Act 608 is constitutional and a valid exercise of the legislature’s authority, (2) that the law is and must be implemented and enforced by the Secretary of State, and (3) that the Secretary of State and her agents, officers, and employees, and all persons acting in concert or cooperation with her, are required to enforce and give effect to every provision of Public Act 608 as enacted. <i>Michigan Senate and Michigan House of Representatives v. Jocelyn Benson</i>, Court of Claims Case No. 19-000092-MZ.</p> <p>Successfully represented the Oakland County Republican Party (“OCRP”) and the individual defendants in obtaining the dismissal of a lawsuit brought by two members who alleged that the OCRP bylaws violate Michigan Election Law and its leadership failed to follow Michigan Election Law procedures for conducting conventions, that the OCRP bylaws violate Michigan Election Law, and additional claims related to the operation of the OCRP. <i>Tami Carlone and Myron Zolkewsky v. Oakland County Republican Party, Teresa Mungoli, Greg Didilian, and Davis Staudt</i>, Oakland County Circuit Court Case No. 17-159301.</p> <p>Additionally, members of our team were involved in the 1991 and 2001 redistricting litigation, as well as previously serving as Vice-Chair of the Redistricting and Elections Committee while a</p>
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	member of the Michigan House of Representatives and as Chair of the Republican caucus committee on redistricting.
Experience 1	
Company name. Contact name. Contact role at time of project. Contact phone. Contact email.	Michigan Democratic Party Mary Ellen Gurewitz, Cummings & Cummings Law Group PLLC Former General Counsel to the Michigan Democratic Party [REDACTED] [REDACTED] Mark Brewer, Goodman Acker PC Chair of the Michigan Democratic Party [REDACTED] [REDACTED]
City; State; Zip.	Mary Ellen Gurewitz Royal Oak, Michigan 48067 Mark Brewer Southfield, Michigan 48075
1. Project name and description of the scope of the project. 2. What role did your company play? 3. How is this project experience relevant to the subject of this RFP?	Counsel in connection with the 1991 and 2001 redistricting litigation.
Dollar value.	Unknown
Start and end date (mm/yy – mm/yy)	1991 and 2001
Status (completed, live, other – specify phase)	Completed
Results obtained.	As with these types of representations, we were involved in agreements between parties, as well as successful and unsuccessful results
Experience 2	
Company name. Contact name. Contact role at time of project. Contact phone.	Michigan House of Representatives Hassan Beydoun, General Counsel [REDACTED]

Contact email.	[REDACTED]
City; State; Zip.	Lansing, Michigan 48909
1. Project name and description of the scope of the project. 2. What role did your company play? 3. How is this project experience relevant to the subject of this RFP?	Represented the Michigan House of Representatives and Senate in: (1) seeking a declaration that Public Act 608 is constitutional and a valid exercise of the legislature's authority, (2) that the law is and must be implemented and enforced by the Secretary of State, and (3) that the Secretary of State and her agents, officers, and employees, and all persons acting in concert or cooperation with her, are required to enforce and give effect to every provision of Public Act 608 as enacted.
Dollar value.	Unknown
Start and end date (mm/yy – mm/yy)	
Status (completed, live, other – specify phase)	
Results obtained.	
Experience 3	
Company name. Contact name. Contact role at time of project. Contact phone. Contact email.	Michigan Democratic Party Sheila Cummings, Cummings & Cummings Law Group PLLC Counsel to Michigan Democratic Party [REDACTED] [REDACTED]
City; State; Zip.	Royal Oak, Michigan 48910
1. Project name and description of the scope of the project. 2. What role did your company play? 3. How is this project experience relevant to the subject of this RFP?	Co-counsel on matters involving state and federal campaign finance, ballot access, recalls, recounts and other election law issues.
Dollar value.	Unknown
Start and end date (mm/yy – mm/yy)	
Status (completed, live, other – specify phase)	

Results obtained.	
5. Standard Contract Terms	
Bidder must affirm agreement with the attached Contract Terms. If not in agreement, written exceptions in accordance with the Evaluation Process section of the Proposal Instructions must be provided with Bidder's proposal.	Subject to ethical and legal obligations applicable to law firms, we do not have objections to the attached Contract Terms.
6. Michigan Economic Impact	
Number of employees currently employed at locations within the State of Michigan.	218
Number of additional employees to be employed at locations within the State of Michigan if awarded this Contract (if any)	Not applicable
Minimum wage paid to employees employed at locations within the State of Michigan.	\$32,947.20
Average wage paid to employees employed at locations within the State of Michigan.	\$92,792.21
Percentage of employees employed at locations within the State of Michigan that are covered by employer-provided health insurance.	67%
8. Other	
Abusive Labor Practices. The Contractor certifies that it will not furnish any Deliverable that was produced fully or partially by forced labor, forced or indentured child labor, or indentured servitude.	Yes
Certification of Michigan Business- Public Act 431 of 1984, Sec. 268. I certify that the company has, pursuant to the provisions of Sec 268 of Public Act 431 of 1984, filed a Michigan Business Tax Corporate Income Tax Return. I certify that the company has, pursuant to the provisions of Sec 268 of Public Act 431 of 1984, filed a Michigan Income Tax return showing income generated in, or attributed to the State of Michigan. I certify that the company has, pursuant to the provisions of Sec 268 of Public Act 431 of 1984, withheld Michigan Income Tax	Yes

from compensation paid to the company's owners and remitted the tax to the Michigan Department of Treasury.	
Iran Linked Business- Public Act 517 of 2012. I certify that the Company is not an Iran-Linked business as defined by Public Act 517 of 2012.	Yes
Clean Corporate Citizen. I certify that the Company is a Clean Corporate Citizen as defined by the Environmental Protection Act, 1994 PA 451.	Yes
Convict Labor. The Contractor certifies that if using convict labor, it is complying with all applicable state and federal laws and policies.	Yes
SOM Debt/Tax Payment. I certify that all applicable State of Michigan taxes are paid, and that no outstanding debt is owed to the State of Michigan.	Yes
Authorization to Verify Information Provided by Vendor. I authorize the Commission to verify that all information provided in this registration, in bidding and contracting documents, and any attachments or supplement documents and processes are accurate.	Yes

SCHEDULE A – STATEMENT OF WORK

Clark Hill PLC

Request for Proposal (RFP) No. 920, 210000001155

Voting Rights Act Legal Counsel

This schedule identifies the anticipated requirements of any Contract resulting from this RFP. The term “Contractor” in this document refers to a bidder responding to this RFP, as well as the Contractor who is awarded the contract. The term “bidder” is used to identify where specific responses to the RFP are required.

The Contractor must respond to each requirement or question and explain how it will fulfill each requirement. Attach any supplemental information and appropriately reference within your response.

IMPORTANT NOTE TO CONTRACTORS/BIDDERS: There are specific requirements for which acceptance must be simply acknowledged through a checkbox(es), and others that require further explanation. Click one checkbox and complete the entries as identified.

BACKGROUND

In accordance with the Michigan Constitution of 1963, Article IV, Section 6, an Independent Citizens Redistricting Commission (the “Commission”) shall adopt a redistricting plan in Michigan, not later than November 1 in the year immediately following the federal decennial census, for each of the following types of Michigan districts: state senate districts, state house of representative districts, and congressional districts. This proposal and adoption of district lines (called “redistricting”) shall comply with the Voting Rights Act and other federal laws as well as conform with all criteria set forth in Article IV, Section 6 of the Michigan Constitution, and in particular Article IV, Section 6, subsection 13 of the Michigan Constitution.

The Commission is seeking Requests for Proposals (“RFP”) from attorneys, law firms or other entities, to provide legal and advisory services specific to the analysis and application of the Voting Rights Act (“VRA”) and other state and federal laws applicable to redistricting, for the inaugural Commission. These legal and advisory services will aid the Commission in the proposal and adoption of redistricting plans, pursuant to the Michigan Constitution of 1963, Article IV, Section 6.

STATEMENT OF WORK

The required legal and advisory services may include, but will not be limited to, legal support to the Commission as well as Commission staff, attorneys and consultants regarding the redistricting process based on publicly available data, specifically as it relates to compliance with the federal Voting Rights Act and similar criteria outlined in Article IV, Section 6, subsection 13 of the Michigan Constitution of 1963.

Any Contractor selected by the Commission will be required to enter into a Legal Services Agreement for the work described in this RFP. It is anticipated that work will begin as soon as practicable following the RFP selection process and continue through approximately March 2022.

Applicants must have demonstrated expertise in the federal Voting Rights Act and the application of it in evaluating redistricting plans during a redistricting process. In addition, expertise with Michigan Election Law (Act 116 of 1954) and relevant federal and state case law are preferred. Participation in public meetings as requested by the MICRC is required.

Qualifications and responsibilities for the attorney, law firm or other entity are as follows below:

1. Perform all normal and customary duties required of special redistricting counsel in connection with legal issues related to the full range of redistricting activities.
2. Work with and advise the Commission, its staff, attorneys and consultants with respect to legal issues (in particular pertaining to the Voting Rights Act) in connection with drawing new district boundaries and advise the Commission, its staff, attorneys and consultants as to the procedures, legality of documents, policy concerns and legal implications concerning redistricting activities.
3. Advise the Commission, its staff, attorneys and consultants regarding the requirements of State and Federal laws relevant to redistricting activities, and in particular demonstrate expertise and experience with Section 2 and Section 5 of the Voting Rights Act, and subsequent relevant cases.
4. Advise the Commission, its staff, attorneys and consultants of litigation risks associated with redistricting activities and approaches to limit such risks.
5. Participate in litigation or provide expert witness services related to compliance with the Voting Rights Act as well as state and federal laws. This legal support and defense of the redistricting plans approved by the Commission will be provided in consultation with the General Counsel of the Commission.
6. Attend various meetings and hearings, including but not limited to Commission public meetings and hearings when requested by Commission members or its staff or the Program Manager.

Contractors, subcontractors and employees must be in compliance with any applicable law or policy at all times, and if an attorney be in good standing with the State Bar of Michigan or their state licensing entity through the full contract term and any extensions. If the primary contractor is not licensed to practice in the State of Michigan, please provide information on local counsel that would be engaged or the process that would be used to select local counsel if direct representation becomes necessary, and whether their role is anticipated to be advisory or more substantive in nature. Contractor must possess the skill, experience, ability, background, certification and knowledge to provide the services described in this Contract on the terms and conditions describes herein.

1 Requirements

1.1 Key Deliverable One

Key expertise or desirable expertise to fulfill the Statement of Work above:

- (a) **Redistricting Expertise.** The attorney, firm or other entity must demonstrate experience and expertise in legal and advisory services specific to redistricting and the Voting Rights Act ("VRA") to advise the Commission, its staff, attorneys and consultants.

Provide a description of demonstrated expertise and experience with redistricting, reapportionment districting and elections activities and subsequent relevant cases, including the following:

- i) Names of the public entities or private parties represented in redistricting matters, including experience representing public bodies, boards or commissions.
- ii) The principle legal issues presented in each matter handled by the attorney, law firm or entity.
- iii) The outcome of the prior redistricting representation.
- iv) Any relevant published work.
- v) Specifically address demonstrated experience as it pertains to Section 2 and Section 5 of the Voting Rights Act.

Bidder must provide a detailed response for requirement(s):

As indicated above, our experience includes the following:

Previously represented the Michigan Democratic Party in matters addressing Michigan House, Senate, and Congressional delegation boundaries. The representation involved successful arguments related to the VRA.

Previously represented the Republican Congressional Delegation from Michigan; Rep. Lee Chatfield, then-Speaker Pro Tempore of the Michigan House of Representatives; and Rep. Aaron Miller, then-Chairman of the Elections and Ethics Committee of the Michigan House of *Representatives, in League of Women Voters of Michigan, et al. v. Jocelyn Benson*, Case No. 2:17-cv-14148 in the U.S. District Court for the Eastern District of Michigan. The principle issue was whether the legislative apportionment plan implemented as Michigan Public Acts 128 and 129 of 2011 violated the plaintiffs' Fourteenth Amendment equal protection rights and First Amendment free speech and association rights by discriminating against Democratic voters. We prevailed on appeal to the United States Supreme Court. While this matter addressed claims under the 1st and 14th Amendments to the United States Constitution, as opposed to claims under the VRA, significant attention and consideration was given to court opinions analyzing the VRA because it similarly involved claims of discrimination against protected classes.

In addition, we have significant litigation experience involving state and federal election law. Serve as outside counsel to state and federal candidates, elected officials, political action committees, and ballot question committees on all matters involving state and federal campaign finance, ballot access, recalls, recounts, redistricting, the VRA, and other election law issues. Current and former clients include Governor Gretchen Whitmer, then-Congressman Gary Peters, Congresswoman Elissa Slotkin, and Oakland County Executive Dave Coulter. Organized state-wide Election Day voter access response teams and recount teams for state and federal candidates.

- (b) **Michigan Election Law Expertise.** It is desirable that the attorney, firm or other entity demonstrate experience and expertise in Michigan Election Law.

Provide a description of demonstrated expertise and experience in advisory and legal services (if any) as it pertains to Michigan Election Law (Act 116 of 1954), including number of years' experience.

Bidder must provide a detailed response for requirement(s):

As indicated above, our experience includes the following:

Represented the Michigan House of Representatives and Senate in: (1) seeking a declaration that Public Act 608 is constitutional and a valid exercise of the legislature's authority, (2) that the law is and must be implemented and enforced by the Secretary of State, and (3) that the Secretary of State and her agents, officers, and employees, and all persons acting in concert or cooperation with her, are required to enforce and give effect to every provision of Public Act 608 as enacted. *Michigan Senate and Michigan House of Representatives v. Jocelyn Benson*, Court of Claims Case No. 19-000092-MZ.

Successfully represented the Oakland County Republican Party ("OCR") and the individual defendants in obtaining the dismissal of a lawsuit brought by two members who alleged that the OCR bylaws violate Michigan Election Law and its leadership failed to follow Michigan Election Law procedures for conducting conventions, that the OCR bylaws violate Michigan Election Law, and additional claims related to the operation of the OCR. *Tami Carlone and Myron Zolkewsky v. Oakland County Republican Party, Teresa Mungoli, Greg Didilian, and Davis Staudt*, Oakland County Circuit Court Case No. 17-159301.

Significant litigation experience involving state and federal election law. Serve as outside counsel to state and federal candidates, elected officials, political action committees, and ballot question committees on all matters involving state and federal campaign finance, ballot access, recalls, recounts, redistricting, the VRA, and other election law issues. Current and former clients include Governor Gretchen Whitmer, then-Congressman Gary Peters, Congresswoman Elissa Slotkin, and Oakland County Executive Dave Coulter. Organized state-wide Election Day voter access response teams and recount teams for state and federal candidates.

Additionally, members of our team were involved in the 1991 and 2001 redistricting litigation, as well as previously serving as Vice-Chair of the Redistricting and Elections Committee while a member of the Michigan House of Representatives and as Chair of the Republican caucus committee on redistricting.

- (c) **Cumulative Experience.** Provide a summary of why, based on previous experience, the Contractor is uniquely qualified to assume the role of Voting Rights Act Legal Counsel for the Commission.

Bidder must provide a detailed response for requirement(s):

Our core team has extensive experience providing legal counsel on matters relating to the VRA, Michigan Election law, and other laws applicable to redistricting. Our counsel has been for both Republican and

Democratic clients which provides our team with an understanding of the viewpoints and priorities across the political spectrum. We are well positioned to provide effective counsel both on the legal issues and on the best ways to navigate a politically sensitive topic.

1.2 Key Deliverable Two

Key operational requirements and inquiries to fulfill the scope of work above:

(a) **Key Personnel.** In the case of a law firm or other entity, identify the lead attorney or other attorneys, if any, who will be assigned to the work and the anticipated percentage of time for each. Attorneys shall provide their state identification numbers and attest that they are in good standing with the state licensing agency. If the contractor is not licensed to practice in the State of Michigan, provide information on local counsel that would be engaged or the process that would be used to select local counsel if direct representation becomes necessary, and whether their role is anticipated to be advisory or more substantive in nature.

Bidder must provide a detailed response for requirement(s):

We will assign an experienced team of Government and Regulatory Affairs attorneys to our representation of the MICRC. Led by Christopher Trebilcock, our team will include Andrew Richner, Brian Shekell, and Reginald Turner. Each member is admitted to the Michigan Bar and a member in good standing.

Christopher Trebilcock (MI Bar Reg #: P62101) is a leading political lawyer and routinely serves as outside counsel to state and federal candidates, elected officials, political action committees, and ballot question committees on all matters involving state and federal campaign finance, ballot access, recalls, recounts, redistricting, the VRA, and other election law issues. He also has organized state-wide Election Day voter access response teams and recount teams for state and federal candidates.

Andrew Richner (MI Bar Reg #: P44822) advises clients on matters of governmental law and policy. His focus is campaign finance, ethics and election law, and legislative and administrative lobbying, strategy, and solutions. As a former member of the Michigan House of Representatives, he knows how the legislative process works, who the key decision-makers are, and how to get things done. Andrew served as Vice-Chair of the Redistricting and Elections Committee when he was a member of the Michigan House of Representatives. He also chaired the Republican caucus committee on redistricting.

Brian Shekell (MI Bar Reg #: P75327) has approximately eight years of experience related to Michigan Election Law and other political law matters. He has represented the Michigan House of Representatives and Senate, Oakland County Republican Party, the Republican Congressional Delegation from Michigan, and certain officials in matters related to the VRA, Michigan Election Law, and other redistricting issues.

Reginald Turner (MI Bar Reg #: P40543) is a highly accomplished litigator, government affairs advocate and strategic advisor. As an experienced lobbyist, Reginald advocates effectively for corporate clients in federal, state, and local matters. He worked with the Michigan congressional delegation, Michigan state senators, and representative delegations in connection with the 1991 and 2001 redistricting.

(b) **Motivations.** Provide a summary of why the attorney, firm or other entity seeks to serve the Commission.

Bidder must provide a detailed response for requirement(s):

In the current climate, we understand not only the importance of redistricting, but also the politically sensitive nature of the process. We are eager to work with the MICRC and advise on the application of the relevant laws to effectively position the MICRC to develop and implement a successful redistricting plan. As Michigan citizens, we are as eager as the MICRC to ensure fair and equitable district boundaries are drawn to protect the integrity of future elections.

(c) **Disclosures.** Disclose the following;

- i) Previous legal services (paid or volunteer) by the attorney, firm, or other entity as it relates to redistricting, reapportionment, districting and elections activities provided to persons holding elective office, as well as partisan or non-partisan entities or organizations
- ii) Any monetary political contributions or donations made on behalf of the attorney, firm or other entity
- iii) Any monetary political contributions personally made by the attorneys listed in question 1.2(a).

Bidder must provide a detailed response for requirement(s):

Prior Legal Representation: As indicated above, we have represented the Michigan Democratic Party, the Michigan Republican Congressional Delegation and certain Republican representatives, the Michigan House of Representatives and Senate, the Oakland County Republican Party, Governor Gretchen Whitmer, then-Congressman Gary Peters, Congresswoman Elissa Slotkin, and Oakland County Executive Dave Coulter in matters addressing redistricting and other election law issues.

Political Contributions by Firm: The firm makes contributions to committees for candidates for state and local offices in Michigan through Clark Hill Political Action Committee, which is registered and files reports with the Michigan Bureau of Elections. Its reports are available to the public at <https://cfrsearch.nictusa.com/>. In addition, Clark Hill Federal Political Action Committee makes contributions to candidates for federal office in Michigan. It is registered and files reports with the Federal Election Committee. Reports are available for public inspection at <https://www.fec.gov/data/committee/C00413484/?tab=filings&cycle=2020>.

Political Contributions By Core Team:

Chris Trebilcock

AMOS WILLIAMS 4 AG	07/20/14	\$250.00
ANANICH FUTURE FUND	11/02/06	\$125.00
ANDREW C RICHNER FOR REGENT	07/20/14	\$250.00
COMM TO ELECT MARIE DONIGAN	08/17/16	\$250.00

COMM TO ELECT TIM MICHALSKI ST REP	03/27/04:	\$25.00
COMM TO REELECT MICHAEL F CAVANAGH	03/17/06	\$500.00
COMM TO REELECT MICHAEL F CAVANAGH	06/15/06	\$250.00
COMM TO REELECT MICHAEL F CAVANAGH	09/25/06	\$250.00
COMM TO RETAIN JUDGE DANIEL SAWICKI	04/08/06	\$100.00
COMMITTEE TO ELECT DAN SCRIPPS	05/23/06	\$100.00
COMMITTEE TO ELECT DAVID E NATHAN	05/24/06	\$50.00
COMMITTEE TO ELECT ELIZABETH WELCH F	09/16/09	\$50.00
COMMITTEE TO ELECT FRANK A PFAFF JR	09/10/20	\$100.00
COMMITTEE TO ELECT GRANT CARLSON	09/10/14	\$330.51
COMMITTEE TO ELECT GRANT CARLSON	09/10/14	\$69.86
COMMITTEE TO ELECT JOHN JAY CALO	09/10/14	\$20.61
COMMITTEE TO ELECT MAUREEN STAPLETON	07/08/14	\$23.97
COMMITTEE TO ELECT MAUREEN STAPLETON	03/23/10	\$250.00
COMMITTEE TO ELECT MAUREEN STAPLETON	04/24/06	\$100.00
COMMITTEE TO ELECT PAMELA PUGH SMITH	11/15/05	\$100.00
COMMITTEE TO REELECT CHIEF JUSTICE B	06/24/10	\$150.00
DAVID LEYTON FOR ATTORNEY GENERAL	10/19/20	\$250.00
FRIENDS OF ANDY LEVIN	07/12/13	\$175.00
FRIENDS OF BUTCH HOLLOWELL	07/18/06	\$250.00
FRIENDS OF DANA NESSEL	10/16/02	\$50.00
FRIENDS OF FRED MILLER	06/12/18	\$200.00
FRIENDS OF JAIMIE POWELL HOROWITZ	01/30/04	\$100.00
FRIENDS OF JIM ANANICH	09/01/20	\$300.00
FRIENDS OF JIM ANANICH	06/15/11	\$100.00
FRIENDS OF JIM ANANICH SENATE	12/10/09	\$50.00
FRIENDS OF JIM EDMONDSON	02/08/13	\$250.00
FRIENDS OF JIM TOWNSEND	04/15/04	\$150.00
FRIENDS OF JIM TOWNSEND	09/17/09	\$150.00
FRIENDS OF JIM TOWNSEND	06/25/09	\$125.00
FRIENDS OF JIM TOWNSEND	09/28/10	\$125.00
FRIENDS OF JIM TOWNSEND	06/12/11	\$75.00
FRIENDS OF LISA NUSZKOWSKI	10/14/11	\$75.00
FRIENDS OF RUDY HOBBS	06/18/10	\$100.00
FRIENDS OF RUDY HOBBS	04/01/10	\$200.00
FRIENDS OF RUDY HOBBS	12/03/09	\$200.00
FRIENDS OF RUDY HOBBS	04/01/10	\$200.00
FRIENDS OF RUDY HOBBS	05/15/11	\$150.00
FRIENDS OF RUDY HOBBS	11/11/09	\$100.00
FRIENDS OF RUDY HOBBS	12/03/09	\$38.50
FRIENDS OF STEVE TOBOCMAN	07/26/05	\$250.00

FRIENDS OF STEVE TOBOCMAN	11/21/05	\$100.00
GRETCHEN WHITMER FOR GOVERNOR	11/04/09	\$250.00
GRETCHEN WHITMER FOR GOVERNOR	11/14/19	\$1,000.00
GRETCHEN WHITMER FOR GOVERNOR	09/26/18	\$1,000.00
GRETCHEN WHITMER FOR GOVERNOR	10/23/18	\$1,000.00
GRETCHEN WHITMER FOR GOVERNOR	06/27/17	\$625.00
GRETCHEN WHITMER FOR GOVERNOR	05/15/18	\$500.00
GRETCHEN WHITMER FOR GOVERNOR	03/16/18	\$500.00
GRETCHEN WHITMER FOR GOVERNOR	07/15/18	\$500.00
GRETCHEN WHITMER FOR GOVERNOR	05/30/17	\$500.00
GRETCHEN WHITMER FOR GOVERNOR	09/12/18	\$500.00
GRETCHEN WHITMER FOR GOVERNOR	08/07/19	\$250.00
GRETCHEN WHITMER FOR GOVERNOR	09/07/19	\$250.00
GRETCHEN WHITMER FOR GOVERNOR	02/07/20	\$250.00
GRETCHEN WHITMER FOR GOVERNOR	01/07/20	\$250.00
GRETCHEN WHITMER FOR GOVERNOR	12/07/19	\$250.00
GRETCHEN WHITMER FOR GOVERNOR	11/07/19	\$250.00
GRETCHEN WHITMER FOR GOVERNOR	07/07/19	\$250.00
GRETCHEN WHITMER FOR GOVERNOR	10/07/19	\$250.00
GRETCHEN WHITMER FOR GOVERNOR	06/07/19	\$250.00
GRETCHEN WHITMER FOR GOVERNOR	05/07/19	\$250.00
GRETCHEN WHITMER FOR GOVERNOR	03/07/20	\$250.00
HOON YUNG HOPGOOD FOR STATE REP	04/07/20	\$250.00
HOON-YUNG HOPGOOD FOR STATE SENATE	10/02/03	\$50.00
JEFF IRWIN FOR STATE REPRESENTATIVE	12/23/09	\$50.00
JENNIFER M GRANHOLM FOR GOVERNOR	05/01/10	\$50.00
JENNIFER M GRANHOLM FOR GOVERNOR	04/29/04	\$150.00
JENNIFER M GRANHOLM FOR GOVERNOR	06/30/05	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	03/30/05	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	12/30/04	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	10/01/04	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	06/24/03	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	07/01/04	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	12/03/04	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	09/10/04	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	02/04/05	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	11/01/04	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	05/31/05	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	04/29/05	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	07/29/05	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	10/31/05	\$100.00

JENNIFER M GRANHOLM FOR GOVERNOR	08/31/05	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	02/28/06	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	05/28/06	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	11/30/05	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	03/31/06	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	06/28/06	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	07/28/06	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	10/28/06	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	09/28/06	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	08/28/06	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	05/01/06	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	01/31/06	\$100.00
JENNIFER M GRANHOLM FOR GOVERNOR	12/31/05	\$100.00
JERRY HOLLISTER FOR REPRESENTATIVE	09/29/05	\$100.00
JIM ELLISON FOR STATE REP	06/28/06	\$25.00
JIM ELLISON FOR STATE REP	07/16/19	\$100.00
JOCELYN BENSON FOR SECRETARY OF STAT	09/24/18	\$100.00
JOHN FREEMAN FOR MICHIGAN	06/05/09	\$100.00
LEIGH GREDEN FOR STATE REPRESENTAT	09/03/12	\$50.00
MALLORY MCMORROW FOR MICHIGAN	08/22/06	\$125.00
MALLORY MCMORROW FOR MICHIGAN	10/04/18	\$150.00
MARK SCHAUER FOR GOVERNOR	05/30/18	\$100.00
MARK SCHAUER FOR GOVERNOR	08/22/14	\$1,250.00
MARTHA SNOW FOR JUDGE COMMITTEE	12/13/13	\$500.00
MARY ELLEN BRENNAN CIRCUIT JDG COMM	03/11/08	\$100.00
MARY ELLEN BRENNAN CIRCUIT JDG COMM	03/19/08	\$150.00
MARY ELLEN BRENNAN CIRCUIT JDG COMM	03/23/04	\$150.00
MEGAN KATHLEEN CAVANAGH FOR SUPREME	07/09/04	\$100.00
Andrew Richner		
14TH DISTRICT REPUBLICAN COMMITTEE	08/28/17	\$300.00
14TH DISTRICT REPUBLICAN COMMITTEE	08/23/18	\$300.00
15TH DISTRICT WAYNE COUNTY REP COMM	03/17/10	\$50.00
4TH CONGRESSIONAL DIST REP COMM	06/29/18	\$150.00
ALAN SANBORN FOR SENATE	07/14/06	\$175.00
ALAN SANBORN FOR SENATE	06/15/05	\$100.00
ALAN SANBORN FOR SENATE	09/25/03	\$50.00
ALAN SANBORN FOR SENATE	07/12/07	\$10.00
ANDREW C RICHNER FOR REGENT	08/12/10	\$10,000.00
ANDREW C RICHNER FOR REGENT	10/26/10	\$5,000.00
ANDREW C RICHNER FOR REGENT	06/20/12	\$200.00
ANDREW C RICHNER FOR REGENT	10/26/10	\$5,000.00

BILL SCHUETTE FOR MICHIGAN	05/13/10	\$276.89
CIT TO ELECT MARY TREDER LANG	10/10/08	\$150.00
CITIZENS TO ELECT BRUCE PATTERSON	03/12/03	\$200.00
CITIZENS TO ELECT EDWARD J GAFFNEY	04/30/03	\$150.00
CITIZENS TO ELECT EDWARD J GAFFNEY	05/25/06	\$100.00
CLARK HILL PAC	02/09/04	\$200.00
CLARK HILL PAC	07/09/07	\$10.00
COMM TO ELECT FRANK J PALAZZOLO	10/06/98	\$100.00
COMM TO ELECT JENNIFER FAUNCE	10/10/98	\$100.00
COMM TO ELECT JUDGE LYNNE PIERCE	07/28/04	\$100.00
COMMITTEE TO ELECT VERONIQUE LIEM	11/03/14	\$100.00
COMMITTEE TO RETAIN JUDGE KURTIS T W	09/11/00	\$100.00
CTE PETER J LUCIDO FOR STATE SENATOR	07/19/19	\$250.00
DAVID BRANDON FOR U OF M REGENT	03/20/06	\$200.00
DICK DEVOS FOR GOVERNOR	08/10/06	\$1,000.00
DICK DEVOS FOR GOVERNOR	11/24/06	\$185.75
DICK DEVOS FOR GOVERNOR	06/21/06	\$50.00
DICK POSTHUMUS FOR GOVERNOR	12/04/01	\$100.00
DICK POSTHUMUS FOR GOVERNOR	07/19/02	\$100.00
EASTSIDE REPUBLICAN CLUB PAC	09/18/18	\$200.00
EASTSIDE REPUBLICAN CLUB PAC	10/12/17	\$200.00
EASTSIDE REPUBLICAN CLUB PAC	11/26/19	\$200.00
EATON COUNTY REPUBLICAN COMMITTEE	05/23/17	\$60.00
FRIENDS OF JIM RUNESTAD	11/15/17	\$500.00
HOUSE REPUBLICAN CAMPAIGN COMMITTEE	10/14/04	\$200.00
HOUSE REPUBLICAN CAMPAIGN COMMITTEE	10/07/05	\$200.00
HOUSE REPUBLICAN CAMPAIGN COMMITTEE	08/11/04	\$150.00
INGHAM COUNTY REPUBLICAN COMMITTEE	05/26/18	\$75.00
JACKSON COUNTY REPUBLICAN COMMITTEE	03/21/11	\$75.00
JIM HOWELL FOR JUDGE	06/30/08	\$100.00
KALAMAZOO COUNTY REPUBLICAN COMMITTEE	05/10/10	\$50.00
MICHIGAN CHAMBER POLITICAL ACTION CO	05/07/15	\$150.00
MICHIGAN REPUBLICAN PARTY	10/19/10	\$10,000.00
MICHIGAN REPUBLICAN PARTY	05/04/16	\$1,000.00
MIKE BOUCHARD FOR GOVERNOR	04/27/10	\$100.00
NINTH DISTRICT REPUBLICAN COMMITTEE	12/08/10	\$100.00
OAKLAND COUNTY REPUBLICAN PARTY	09/20/05	\$20.00
RED AND BLUE PAC	08/11/17	\$500.00
RED AND BLUE PAC	07/30/20	\$100.00
RED AND BLUE PAC	06/27/14	\$5.00
REPUBLICAN PARTY 10TH CONGRESSIONAL	05/25/17	\$65.00

REPUBLICAN PARTY 10TH CONGRESSIONAL	11/09/09	\$25.00
RICHARD CUNNINGHAM FOR CIRCUIT JUDGE	10/14/08	\$100.00
RICK SNYDER FOR MICHIGAN	09/22/10	\$1,000.00
RICK SNYDER FOR MICHIGAN	08/23/10	\$1,000.00
RICK SNYDER FOR MICHIGAN	06/13/13	\$1,000.00
RICK SNYDER FOR MICHIGAN	12/12/13	\$1,000.00
RICK SNYDER FOR MICHIGAN	10/19/11	\$500.00
RICK SNYDER FOR MICHIGAN	08/25/14	\$250.00
SCOTT SHACKLETON VICTORY COMM	03/12/03	\$75.00
ST CLAIR COUNTY REPUBLICAN COMMITTEE	06/24/10	\$40.00
STEPHEN MARKMAN FOR JUSTICE	05/25/04	\$200.00
SUSAN HUBBARD FOR JUDGE	09/25/08	\$100.00
TOM LEONARD FOR MICHIGAN	01/24/18	\$1,000.00
WAYNE CO REP COMM	04/24/18	\$40.00
WEISER FOR UOFM REGENT	11/03/14	\$250.00

Brian Shekell

11TH CONGRESSIONAL DIST REP COMM	09/30/16	\$20.00
COMMITTEE TO ELECT THOMAS HATHAWAY	06/09/16	\$150.00
CTE JUDGE THOMAS CAMERON	03/22/18	\$100.00
CTR JUSTICE ELIZABETH T CLEMENT	06/29/18	\$100.00
CTR JUSTICE KURTIS T WILDER	06/29/18	\$100.00
DAVID VIVIANO FOR JUSTICE	09/29/16	\$50.00
DICK DEVOS FOR GOVERNOR	09/29/06	\$20.00
DICK DEVOS FOR GOVERNOR	11/18/05	\$5.00
JOAN LARSEN FOR JUSTICE	09/29/16	\$50.00
TOM LEONARD FOR STATE REP	08/11/15	\$30.00
WAYNE 11TH CONGRESSIONAL DISTRICT RE	07/15/14	\$100.00

Reginal Turner

13TH CONG DIST ORG	09/27/06	\$500.00
14TH CONG DIST DEM PARTY	07/25/09	\$200.00
ANDY DILLON FOR MICHIGAN	07/06/10	\$1,000.00
ANDY DILLON FOR MICHIGAN	12/31/10	\$1,000.00
CASANDRA ULBRICH FOR STATE SENATE	02/27/10	\$200.00
CITIZENS TO ELECT HELENA SCOTT	05/18/20	\$100.00
COM TO RETAIN JUDGE NOCEEBA SOUTHERN	03/01/10	\$200.00
COM TO RETAIN JUDGE NOCEEBA SOUTHERN	05/29/10	\$200.00
COMM TO ELECT MARSHA CHEEKS	03/09/07	\$200.00
COMM TO ELECT MARSHA CHEEKS	03/09/07	\$200.00
COMM TO RETAIN EDWARD EWELL JR	09/20/04	\$250.00
COMM TO RETAIN JUDGE HUGH CLARK JR	03/03/16	\$250.00
COMMITTEE TO ELECT EVA GARZA DEWAELS	07/02/20	\$100.00

COMMITTEE TO ELECT ISMAEL (ISH) AHME	09/06/16	\$100.00
COMMITTEE TO ELECT JOSEPH TATE	03/06/18	\$500.00
COMMITTEE TO ELECT JOSEPH TATE	10/08/19	\$200.00
COMMITTEE TO ELECT JOSEPH TATE	05/20/20	\$100.00
COMMITTEE TO ELECT MAUREEN STAPLETON	03/05/10	\$250.00
COMMITTEE TO ELECT SHANELLE JACKSON	08/04/08	\$250.00
COMMITTEE TO ELECT STACY ERWIN OAKES	12/31/13	\$500.00
COMMITTEE TO ELECT STACY ERWIN OAKES	11/05/12	\$200.00
COMMITTEE TO ELECT STACY ERWIN OAKES	05/20/11	\$100.00
COMMITTEE TO ELECT TIM GREIMEL	11/20/11	\$100.00
COMMITTEE TO ELECT TRACY E GREEN	08/25/18	\$100.00
COMMITTEE TO ELECT TRACY E GREEN	05/28/16	\$100.00
COMMITTEE TO RE-ELECT DEBRA NANCE	10/03/12	\$125.00
COMMITTEE TO REELECT JUDGE CYNTHIA D	08/28/16	\$500.00
COMMITTEE TO REELECT JUDGE CYNTHIA D	04/12/16	\$100.00
COMMITTEE TO REELECT MARIA L OXHOLM	08/28/12	\$100.00
COMMITTEE TO RETAIN JUDGE KURTIS T W	03/23/16	\$250.00
CTE ALBERTA TINSLEY-TALABI	06/13/18	\$200.00
CTE DEBORAH GERALDINE BLEDSOE FORD	10/23/04	\$200.00
CTE DENNIS P GRENKOWICZ CIR CRT JUDG	07/21/08	\$100.00
CTE IAN CONYERS STATE SENATE	06/15/16	\$100.00
CTE JDG SHELIA JOHNSON SUPREME COURT	10/02/12	\$500.00
CTE JDG SHELIA JOHNSON SUPREME COURT	09/01/12	\$200.00
CTE JDG SHELIA JOHNSON SUPREME COURT	06/15/12	\$200.00
CTE LISA LANGTON CIRCUIT COURT JDG	06/05/14	\$100.00
CTE TONYA MYERS PHILLIPS	06/16/20	\$103.45
CTR JDG RONDA FOWLKES GROSS	10/08/08	\$200.00
CTR JDG RUTH C CARTER 36TH DIST JDG	10/22/10	\$500.00
CTR JUDGE LINDA V PARKER	09/12/12	\$200.00
CTZNS TO ELECT ELLA BULLY-CUMMINGS	11/01/10	\$250.00
DENISE ILITCH FOR U OF M REGENT	09/06/16	\$250.00
DENNIS DENNO FOR TRUSTEE	03/05/10	\$100.00
DETROIT REGIONAL CHAMBER POLITICAL A	07/12/13	\$200.00
DETROIT REGIONAL CHAMBER POLITICAL A	07/09/07	\$175.00
DETROIT REGIONAL CHAMBER POLITICAL A	02/03/05	\$175.00
DUGGAN LEADERSHIP FUND	02/27/18	\$350.00
ELECT VICKI BARNETT	10/27/08	\$150.00
ELECT VICKI BARNETT	03/17/09	\$150.00
ELECT VICKI BARNETT	07/08/12	\$100.00
ELECT VICKI BARNETT	12/06/11	\$100.00
ELECT VICKI BARNETT	04/25/10	\$100.00

FANNIE LOU HAMER PAC FLHPAC	05/21/09	\$300.00
FANNIE LOU HAMER PAC FLHPAC	06/10/11	\$250.00
FANNIE LOU HAMER PAC FLHPAC	06/14/05	\$125.00
FANNIE LOU HAMER PAC FLHPAC	03/19/10	\$20.00
FANNIE LOU HAMER PAC FLHPAC	10/03/19	\$20.00
FICANO PAC	06/21/10	\$1,000.00
FRDS OF JUDGE DENISE LANDFORD MORRIS	10/17/10	\$250.00
FRIENDS FOR KELLY ROSSMAN-MCKINNEY	07/20/17	\$500.00
FRIENDS FOR KELLY ROSSMAN-MCKINNEY	11/01/18	\$500.00
FRIENDS FOR KELLY ROSSMAN-MCKINNEY	09/10/18	\$250.00
FRIENDS FOR KELLY ROSSMAN-MCKINNEY	04/05/18	\$250.00
FRIENDS OF CARLA TINSLEY SMITH	06/08/18	\$100.00
FRIENDS OF CAROL ANN FAUSONE	05/18/14	\$100.00
FRIENDS OF CHINA COCHRAN	06/30/20	\$100.00
FRIENDS OF JUDGE TIMOTHY M KENNY	07/02/10	\$100.00
GARY WORONCHAK FOR STATE SENATE	06/01/18	\$500.00
GRANHOLM LEADERSHIP FUND	06/24/08	\$1,000.00
GREAT LAKES COMMUNITY INVESTMENT PAC	02/12/14	\$100.00
GRETCHEN WHITMER FOR GOVERNOR	10/17/17	\$2,500.00
GRETCHEN WHITMER FOR GOVERNOR	04/04/18	\$2,500.00
GRETCHEN WHITMER FOR GOVERNOR	04/27/18	\$1,000.00
GRETCHEN WHITMER FOR GOVERNOR	10/10/18	\$1,000.00
GRETCHEN WHITMER FOR GOVERNOR	08/15/19	\$715.00
GRETCHEN WHITMER FOR GOVERNOR	10/02/19	\$715.00
GRETCHEN WHITMER FOR GOVERNOR	02/02/20	\$715.00
GRETCHEN WHITMER FOR GOVERNOR	12/02/19	\$715.00
GRETCHEN WHITMER FOR GOVERNOR	07/15/19	\$715.00
GRETCHEN WHITMER FOR GOVERNOR	11/04/19	\$715.00
GRETCHEN WHITMER FOR GOVERNOR	06/15/19	\$715.00
GRETCHEN WHITMER FOR GOVERNOR	01/02/20	\$715.00
GRETCHEN WHITMER FOR GOVERNOR	05/15/19	\$715.00
GRETCHEN WHITMER FOR GOVERNOR	09/15/19	\$715.00
GRETCHEN WHITMER FOR GOVERNOR	07/03/18	\$300.00
GRETCHEN WHITMER FOR GOVERNOR	05/25/18	\$250.00
GRETCHEN WHITMER FOR GOVERNOR	05/23/17	\$250.00
HOUGHTON COUNTY DEMOCRATIC COMMITTEE	04/02/08	\$4.00
JENNIFER GRANHOLM FOR ATTY GENERAL	10/15/98	\$100.00
JOCELYN BENSON FOR SECRETARY OF STAT	10/12/18	\$1,000.00
JOCELYN BENSON FOR SECRETARY OF STAT	11/19/17	\$500.00
JOCELYN BENSON FOR SECRETARY OF STAT	06/29/18	\$500.00
JOCELYN BENSON FOR SECRETARY OF STAT	06/29/18	\$500.00

JOCELYN BENSON FOR SECRETARY OF STAT	12/02/09	\$200.00
JOCELYN BENSON FOR SECRETARY OF STAT	07/22/09	\$100.00
JOHN AUSTIN FOR MICHIGAN	08/25/16	\$200.00
KATHLEEN STRAUS FOR EDUCATION	10/14/08	\$200.00
KEEP MICHIGAN SAFE	08/24/20	\$250.00
KIM TRENT FOR WSU BOARD OF GOVERNORS	06/27/12	\$100.00
LARRY OWEN FOR GOVERNOR	12/31/97	\$100.00
MACOMB LEADERSHIP PAC MLP	03/23/12	\$150.00
MACOMB LEADERSHIP PAC MLP	03/21/13	\$150.00
MARK GAFFNEY FOR WAYNE STATE UNIVERS	09/28/16	\$250.00
MARY TREDER LANG FOR SECRETARY OF ST	06/22/18	\$250.00
MICHIGAN DEMOCRATIC PARTY YOUTH CAUC	11/06/19	\$25.00
MICHIGAN MANUFACTURERS ASSOC PAC	12/14/09	\$100.00
NICOLE WELLS STALLWORTH STATE REP	04/30/14	\$200.00
NICOLE WELLS STALLWORTH STATE REP	04/30/14	\$200.00
PROMOTE THE VOTE	03/27/18	\$1,000.00
RASHID FOR JUDGE COMM	06/25/98	\$100.00
RE-ELECT JDG DANA MARGARET HATHAWAY	10/03/12	\$100.00
ROBERT A FICANO COMMITTEE	06/27/16	\$500.00
SAM SINGH FOR STATE REPRESENTATIVE	10/11/12	\$100.00
SAM SINGH FOR STATE REPRESENTATIVE	04/08/12	\$100.00
SAM SINGH FOR STATE REPRESENTATIVE	03/26/12	\$100.00
SARAH ANTHONY FOR STATE REPRESENTATI	07/06/18	\$250.00
STACY ERWIN OAKES FOR STATE SENATE	07/13/14	\$500.00
STACY ERWIN OAKES FOR STATE SENATE	09/26/14	\$500.00
VIRG BERNERO FOR MICHIGAN	09/17/10	\$1,500.00
VOTERS NOT POLITICIANS BALLOT COMMIT	08/03/18	\$1,000.00
WILLIAM ISAAC ROBINSON FOR REPRESENT	09/05/19	\$250.00
WOMENS DEMOCRATIC CLUB OF GREATER RO	01/26/17	\$30.00
WOODROW STANLEY LEADERSHIP PAC	08/27/10	\$100.00

(d) **Approach.** Provide a description of the approach of the attorney, firm or other entity to performing the responsibilities of Voting Rights Act Legal Counsel while remaining impartial, unbiased and non-partisan as set forth in Article IV, Section 6, Subsections 4 and 5 of the Michigan Constitution.

Bidder must provide a detailed response for requirement(s):

We will draw on insights gained over our team's decades of experience in federal and state government, with in-depth regulatory, and legislative knowledge, to provide time-sensitive, strategic guidance throughout the engagement with the MICRC. Our approach to serving as Voting Rights Act Legal Counsel

is to be a strategic partner and trusted advisor to the MICRC commissioners. Our team will work collaboratively with the MICRC to develop a thorough understanding of the MICRC's objectives and unique risks and challenges, as well as develop a good rapport with the commissioners built on mutual trust. We will partner with the MICRC to ensure that all needs are understood and met through regular meetings, ongoing open communication, and unfettered access to our team of attorneys.

Our ultimate goal is to assist the MICRC in making considered decisions with an understanding of the risks associated with such decisions. Our lawyers will work with the MICRC from the outset to determine goals, concerns, and preferences. We will evaluate each aspect of the engagement and consider the critical factors that would impact our approach. Based on these discussions, we develop a plan of action. As the engagement progresses, our lawyers and the MICRC use the plan as a barometer to measure progress, plan future action, and weigh the most appropriate and cost-effective solution.

By presenting a bipartisan team, we have the internal controls already in place to ensure we provide balanced, unbiased, and impartial counsel.

1.3 Training

The Contractor must explain its training capabilities and any training that is included in its proposal, if any.

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	
Bidder must explain its training capabilities and any training that is included in its proposal: Clark Hill has significant experience in live and web-based training, and we are prepared to develop client-specific training to meet MICRC's needs as it relates to the VRA and other relevant election laws. Our attorneys also regularly author articles and other client alerts on topics of interest for our clients. We welcome the opportunity to meet with the MICRC commissioners to learn more about their priorities and develop appropriate training that will enhance their understanding of the issues of interest.	

2 Service Requirements

2.1 Timeframes

All Contract Activities must be delivered pursuant to work plans and internal deadlines set by the Commission. The receipt of order date is pursuant to the Notices section of the *Standard Contract Terms*.

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

Bidder must describe how they comply with the above requirement(s):

We are committed to working closely with the MICRC to develop a successful work plan and meet all deadlines established as part of the plan. As the team lead, Chris Trebilcock will facilitate regular meetings, ongoing communication, and open access to our team. Chris will monitor all work handled for the MICRC, including tracking the progress of all activities to confirm that all benchmarks and deadlines are met.

3 Reserved**4 Staffing****4.10 Contractor Representative**

The Contractor must appoint one (1) contract administrator specifically assigned to the Commission account(s), who will respond to Commission inquiries regarding the Contract Activities, answer questions related to ordering and delivery, etc. (the "Contractor Representative").

The Contractor must notify the Contract Administrator at least 14 calendar days before removing or assigning a new Contractor Representative.

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	
Bidder must identify its Contract Administrator:	
Christopher M. Trebilcock, Member	
[REDACTED]	
[REDACTED]	

4.11 Work Hours

The Contractor must provide Contract Activities during the Commission's normal working hours Monday – Friday, 7:00 a.m. to 6:00 p.m. EST and possible night and weekend hours depending on the requirements of the project.

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

4.12 Key Personnel

The Contractor must identify all Key Personnel who will be directly responsible for the day-to-day operations of carrying out the key deliverables of the Contract ("Key Personnel"). Key Personnel must be

specifically assigned to the Commission account, be knowledgeable on the contractual requirements, and respond to Commission inquiries within 24 hours.

Contractor's Key Personnel are expected to be available to participate in all MICRC meetings virtual or in person.

The Commission has the right to recommend and approve in writing the initial assignment, as well as any proposed reassignment or replacement, of any Key Personnel. Before assigning an individual to any Key Personnel position, Contractor will notify the Commission of the proposed assignment, introduce the individual to the Commission's Program Manager, and provide the Commission with a resume and any other information about the individual reasonably requested by the Commission. The Commission reserves the right to interview the individual before granting written approval. In the event the Commission finds a proposed individual unacceptable, the Commission will provide a written explanation including reasonable detail outlining the reasons for the rejection. The Commission may require a 30-calendar day training period for replacement personnel.

Contractor will not remove any Key Personnel from their assigned roles on this Contract without the prior written consent of the Commission. The Contractor's removal of Key Personnel without the prior written consent of the Commission is an unauthorized removal ("Unauthorized Removal"). An Unauthorized Removal does not include replacing Key Personnel for reasons beyond the reasonable control of Contractor, including illness, disability, leave of absence, personal emergency circumstances, resignation, or for cause termination of the Key Personnel's employment. Any Unauthorized Removal may be considered by the Commission to be a material breach of this Contract, in respect of which the Commission may elect to terminate this Contract for cause under the **Termination for Cause** section of the Standard Contract Terms. It is further acknowledged that an Unauthorized Removal will interfere with the timely and proper completion of this Contract, to the loss and damage of the Commission, and that it would be impracticable and extremely difficult to fix the actual damage sustained by the Commission as a result of any Unauthorized Removal. Therefore, Contractor and the Commission agree that in the case of any Unauthorized Removal in respect of which the Commission does not elect to exercise its rights under Termination for Cause, Contractor will issue to the Commission the corresponding credits set forth below (each, an "Unauthorized Removal Credit"):

- i. For the Unauthorized Removal of any Key Personnel designated in the applicable Statement of Work, the credit amount will be \$25,000.00 per individual if Contractor identifies a replacement approved by the Commission and assigns the replacement to shadow the Key Personnel who is leaving for a period of at least 30-calendar days before the Key Personnel's removal.
- ii. If Contractor fails to assign a replacement to shadow the removed Key Personnel for at least 30-calendar days, in addition to the \$25,000.00 credit specified above, Contractor will credit the Commission \$833.33 per calendar day for each day of the 30-calendar day shadow period that the replacement Key Personnel does not shadow the removed Key Personnel, up to \$25,000.00 maximum per individual. The total Unauthorized Removal Credits that may be assessed per Unauthorized Removal and failure to provide 30-calendar days of shadowing will not exceed \$50,000.00 per individual.

Contractor acknowledges and agrees that each of the Unauthorized Removal Credits assessed above: (i) is a reasonable estimate of and compensation for the anticipated or actual harm to the Commission that may arise from the Unauthorized Removal, which would be impossible or very difficult to accurately estimate; and (ii) may, at the Commission's option, be credited or set off against any fees or other charges payable to Contractor under this Contract.

The Contractor must identify the Key Personnel, indicate where they will be physically located, describe the functions they will perform, and provide current chronological résumés.

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

1. The Contractor must identify all Key Personnel that will be assigned to this contract in the table below which includes the following: Name and title of staff that will be designated as Key Personnel.
2. Key Personnel years of experience in the current classification.
3. Identify which of the required key personnel positions they are fulfilling.
4. Key Personnel's roles and responsibilities, as they relate to this RFP, if the Contractor is successful in being awarded the Contract. Descriptions of roles should be functional and not just by title.
5. Identify if each Key Personnel is a direct, subcontract, or contract employee.
6. Identify if each Key Personnel staff member is employed full-time (FT), part-time (PT) or temporary (T), including consultants used for the purpose of providing information for the proposal.
7. List each Key Personnel staff member's length of employment or affiliation with the Contractor's organization.
8. Identify each Key Personnel's percentage of work time devoted to this Contract.
9. Identify where each Key Personnel staff member will be physically located (city and state) during the Contract performance.

1. Name	2. Years of Experience in Current Classification	3. Role(s) / Responsibilities	4. Direct / Subcontract/ Contract	5. % of Work Time	6. Physical Location
Christopher Trebilcock, Member	11 years as member	Lead attorney Advice and counsel on VRA,	Direct	40%	Detroit

		Michigan election law, and other applicable statutes			
Andrew Richner, Member	18 years as member	Advice and counsel on VRA, Michigan election law, and other applicable statutes	Direct	10%	Detroit
Brian Shekell, Member	3 years as member	Advice and counsel on VRA, Michigan election law, and other applicable statutes	Direct	40%	Detroit
Reginald Turner, Member	27 years as member	Advice and counsel on VRA, Michigan election law, and other applicable statutes	Direct	10%	Detroit

- A.** The Contractor must provide **detailed, chronological resumes** of all proposed Key Personnel, including a description of their work experience relevant to their purposed role as it relates to the RFP utilizing the required resume template labeled as Appendix A

Qualifications will be measured by education and experience with particular reference to experience on projects similar to that described in the RFP.

Bidder must provide the resumes and information as required above –as an attachment to this RFP labelled as Contractor-Resume.

See attached Appendix 1: Contractor-Resumes

4.13 Organizational Chart

The Contractor must provide an overall organizational chart that details staff members, by name and title, and subcontractors.

Bidder must provide detailed information as required above – as an attachment to this RFP labelled as Contractor- Org. chart

See attached Appendix 2: Contractor Org. Chart

4.14 Disclosure of Subcontractors

If the Contractor intends to utilize subcontractors, the Contractor must disclose the following:

- The legal business name; address; telephone number; a description of subcontractor's organization and the services it will provide; and information concerning subcontractor's ability to provide the Contract Activities.
- The relationship of the subcontractor to the Contractor.
- Whether the Contractor has a previous working experience with the subcontractor. If yes, provide the details of that previous relationship.
- A complete description of the Contract Activities that will be performed or provided by the subcontractor.

Bidder must provide detailed information as requested in the above requirement(s).	
The legal business name, address, telephone number of the subcontractor(s).	Not applicable
A description of subcontractor's organization and the services it will provide and information concerning subcontractor's ability to provide the Contract Activities.	
The relationship of the subcontractor to the Bidder.	
Whether the Bidder has a previous working experience with the subcontractor. If yes, provide the details of that previous relationship.	
A complete description of the Contract Activities that will be performed or provided by the subcontractor.	
Of the total bid, the price of the subcontractor's work.	
The subcontractor must provide detailed, chronological resumes of all proposed Key Personnel, including a description of their work experience relevant to their purposed role as it relates to the RFP utilizing the provided template labeled as Appendix A. Qualifications will be measured by education and experience with particular reference to experience on projects similar to that described in the RFP.	Subcontractor must provide the resumes and information as required above –as an attachment to this RFP labelled as: Subcontractor Resume.

4.15 Security

The Contractor may be subject to the following security procedures:

- Background Checks

The Commission may require the Contractor's personnel to wear Commission issued identification badges for in person meetings.

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	
Bidder must explain any additional security measures in place to ensure the security of the Commission and its facilities:	
Not applicable	

5 Project Management

5.10 Project Plan

The Contractor will carry out this project under the direction and control of the Program Manager. Within 14 calendar days of the Effective Date, the Contractor must submit a final project plan to the Program Manager for approval. The plan must include: (a) the Contractor's organizational chart with names and title of personnel assigned to the project, which must align with the staffing stated in accepted proposals; and (b) the project breakdown showing sub-projects, tasks, timeline, and resources required.

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	
Bidder must submit its project plan as described above:	
If engaged by the MICRC, our core team will meet with the Commission's key personnel to gain a better understanding of the full scope of the representation. Our attorneys will rely on our years of experience addressing similar issues and our familiarity with the legislative process to develop a project plan. We will work with the MICRC to understand its needs and preferences and create a detailed and customized project plan that meets and addresses expectations. Our goal is to anticipate all potential avenues and issues that may arise throughout the engagement so that the MICRC is prepared for any contingency.	

5.11 Meetings

The Contractor must be available to attend all Commission meetings through the contract term either virtually or in person. The Commission will give the vendor as much notice as practical however, in no circumstances less than 18 hours of when they will be required to participate.

The Commission may require attendance at other meetings or events, as it deems appropriate.

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

5.12 Reporting

In addition to submitting weekly status reports to the General Counsel of the Commission the Contractor should also identify other reports that would be helpful in accomplishing the Key Deliverables.

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	
<p>Bidder must explain its reporting capabilities and any reporting that is included in its proposal:</p> <p>Clark Hill utilizes our technology capabilities to keep clients updated on the status of matters, in real time and from anywhere in the world. We can create a customized, web-based document and data management portal for clients which can store a plethora of information on current and past matters. Working with the MICRC to define appropriate reporting parameters and communication preferences, we will develop written updates, budgets, risk analysis profiles, quarterly case reporting, and other management reporting all of which we will make readily available on the portal.</p>	
<p>Bidder must provide samples of required reports as attachments to this RFP. List file names here.</p> <p>Please see Appendix 3: Template Status Report. While we submit this template document as a proposed method of delivering weekly status reports, we are happy to work with the MICRC to develop a weekly status report template in a specific format that meets its particular needs and requirements.</p>	

6 Pricing

6.10 Price Term

Pricing is firm for the entire length of the Contract.

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

6.11 Price Changes

Adjustments will be based on changes in actual Contractor costs. Any request must be supported by written evidence documenting the change in costs. The Commission may consider sources, such as the Consumer Price Index; Producer Price Index; other pricing indices as needed; economic and industry data; manufacturer or supplier letters noting the increase in pricing; and any other data the Commission deems relevant.

Following the presentation of supporting documentation, both parties will have 30 days to review the information and prepare a written response. If the review reveals no need for modifications, pricing will remain unchanged unless mutually agreed to by the parties. If the review reveals that changes are needed, both parties will negotiate such changes, for no longer than 30 days, unless extended by mutual agreement.

The Contractor remains responsible for Contract Activities at the current price for all orders received before the mutual execution of a Change Notice indicating the start date of the new Pricing Period.

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

7 Ordering

7.10 Authorizing Document

The appropriate authorizing document for the Contract will be a Delivery Order.

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

8 Invoice and Payment

8.10 Invoice Requirements

All invoices submitted to the Commission must include: (a) date; (b) delivery order; (c) quantity; (d) description of the Contract Activities; (e) unit price; (f) shipping cost (if any); and (g) total price. Overtime, holiday pay, and travel expenses will not be paid.

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

8.11 Payment Methods

The Commission will make payment for Contract Activities via EFT to the banking information established in your vendor account within SIGMA-Vendor Self-Service.

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

8.12 Procedure

Invoices must be submitted to: Julianne Pastula, the General Counsel of the MICRC for review, approval and forwarding for payment to Suann Hammersmith, the Executive Director of the MICRC.

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

9 Liquidated Damages

Late or improper completion of the Contract Activities will cause loss and damage to the Commission and it would be impracticable and extremely difficult to fix the actual damage sustained by the Commission. Therefore, if there is late or improper completion of the Contract Activities the Commission is entitled to collect liquidated damages in the amount of \$50,000 and an additional \$1,000 per day for each day Contractor fails to remedy the late or improper completion of the Work.

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

APPENDIX 1: CONTRACTOR-RESUMES



Christopher M. Trebilcock | Member

Detroit

[REDACTED], Detroit, MI 48226

Proposed Resource Name:	Christopher M. Trebilcock
Proposed Classification:	Lead Attorney
Key Personnel:	Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/>
If resource is associated with a subcontractor provide name of company:	Not applicable
Percentage of time resource will be allocated to project:	40%

Required Skills	Bidder's Response
<p>The attorney, firm or other entity must demonstrate experience and expertise in legal and advisory services specific to redistricting and the Voting Rights Act ("VRA") to advise the Commission, its staff, attorneys and consultants.</p> <p>Provide a description of demonstrated expertise and experience with redistricting, reapportionment districting and elections activities and subsequent relevant cases, including the following:</p> <ul style="list-style-type: none"> i) Names of the public entities or private parties represented in redistricting matters, including experience representing public bodies, boards or commissions. ii) The principle legal issues presented in each matter handled by the attorney, law firm or entity. iii) The outcome of the prior redistricting representation. 	<p>Does resource have this required skill: Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/></p> <p>Description of skills and experience: Chris is a leading political lawyer and routinely advises candidates, elected officials, political action committees, and ballot question committees on all matters involving campaign finance, ballot access, recounts, redistricting, the VRA, and other election law issues. He also provides FOIA and OMA guidance to public bodies, manages employee discipline and discharge and has significant experience defending public bodies in FOIA and OMA litigation.</p> <p>Name of project(s) and year(s) experience was obtained:</p> <p>Significant litigation experience involving state and federal election law. Serve as outside counsel to state and federal candidates, elected officials, political action committees, and ballot question committees on all matters involving state and federal campaign finance, ballot access, recalls, recounts, redistricting, the VRA, and other election law issues. Current and former clients include Governor Gretchen Whitmer, then-Congressman Gary Peters, Kent County Democratic Party, Congresswoman Elissa Slotkin,</p>

<p>iv) Any relevant published work.</p> <p>v) Specifically address demonstrated experience as it pertains to Section 2 and Section 5 of the Voting Rights Act.</p>	<p>and Oakland County Executive Dave Coulter. Organized state-wide Election Day voter access response teams and recount teams for state and federal candidates.</p>
<p>Provide a description of demonstrated expertise and experience in advisory and legal services (if any) as it pertains to the Michigan Election Law (Act 116 of 1954), including number of years' experience</p>	<p>Does resource have this required skill: Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/></p> <p>Description of skills and experience: Chris is a leading political lawyer and routinely advises candidates, elected officials, political action committees, and ballot question committees on all matters involving campaign finance, ballot access, recounts, redistricting, the VRA, and other election law issues. He also provides FOIA and OMA guidance to public bodies, manages employee discipline and discharge and has significant experience defending public bodies in FOIA and OMA litigation.</p> <p>Name of project(s) and year(s) experience was obtained:</p> <p>Significant litigation experience involving state and federal election law. Serve as outside counsel to state and federal candidates, elected officials, political action committees, and ballot question committees on all matters involving state and federal campaign finance, ballot access, recalls, recounts, redistricting, the VRA, and other election law issues. Current and former clients include Governor Gretchen Whitmer, then-Congressman Gary Peters, Congresswoman Elissa Slotkin, and Oakland County Executive Dave Coulter. Organized state-wide Election Day voter access response teams and recount teams for state and federal candidates.</p>

REFERENCES

Start Date:	End Date
<p>Client/Project:</p> <p>Michigan Democratic Party</p> <p>Sheila Cummings, Cummings & Cummings Law Group PLLC</p> <p>Counsel to Michigan Democratic Party</p> <p>██████████</p> <p>████████████████████</p>	

Employer: Clark Hill PLC
Title/Percentage of time: Outside counsel
Description: Co-counsel on matters involving state and federal campaign finance, ballot access, recalls, recounts, and other election law issues.

Start Date: 1/1/2019	End Date: Current
Client/Project: Governor Gretchen Whitmer Amanda Stitt, Campaign Manager, Whitmer for Governor [REDACTED] [REDACTED]	
Employer: Clark Hill PLC	
Title/Percentage of time: Outside counsel	
Description: Counsel on matters involving state and federal campaign finance, ballot access, recalls, recounts, and other election law issues	

Start Date: September 2019	End Date: November 2020
Client/Project: Oakland County Executive Dave Coulter Hilarie Chambers, Campaign Manager, Dave Coulter for Oakland County Executive [REDACTED] [REDACTED]	
Employer: Clark Hill PLC	
Title/Percentage of time: Outside counsel	
Description: Counsel on matters involving state and federal campaign finance, ballot access, and other election law issues	

EDUCATION

Education		
Degree (i.e. PhD, Master's, Bachelors)	J.D.	Year Completed: 2000

Program	Law	
University	Wake Forest University School of Law, Winston-Salem, North Carolina	

Additional Education		
Degree (i.e. PhD, Master's, Bachelors)	B.A.	Year Completed: 1997
Program		
University	Alma College, Alma, Michigan	

CLARK HILL

Christopher M. Trebilcock
500 Woodward Avenue, Suite 3500
Detroit, MI 48226

T | (313) 965-8575
F | (313) 965-8252
E | ctrebilcock@clarkhill.com

March 16, 2021

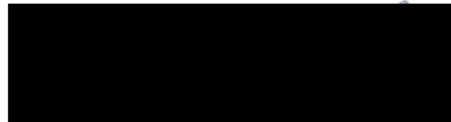
Chad Bassett, Solicitation Manager
Michigan Independent Citizen Redistricting Commission
bassettc@michigan.gov

Re: Letter of Commitment (Request for Proposal No. 920, 210000001155)

Dear Mr. Bassett,

I commit to work for the bidder, Clark Hill PLC, on the above referenced project contingent on award of the bid by the Michigan Independent Citizen Redistricting Commission.

Sincerely,



Christopher M. Trebilcock
Member



Andrew C. Richner | Member

Detroit

500 Woodward Avenue, Suite 3500, Detroit, MI 48226

Proposed Resource Name:	Andrew C. Richner
Proposed Classification:	Team Member
Key Personnel:	Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/>
If resource is associated with a subcontractor provide name of company:	Not applicable
Percentage of time resource will be allocated to project:	10%

Required Skills	Bidder's Response
<p>The attorney, firm or other entity must demonstrate experience and expertise in legal and advisory services specific to redistricting and the Voting Rights Act ("VRA") to advise the Commission, its staff, attorneys and consultants.</p> <p>Provide a description of demonstrated expertise and experience with redistricting, reapportionment districting and elections activities and subsequent relevant cases, including the following:</p> <ul style="list-style-type: none"> i) Names of the public entities or private parties represented in redistricting matters, including experience representing public bodies, boards or commissions. ii) The principle legal issues presented in each matter handled by the attorney, law firm or entity. iii) The outcome of the prior redistricting representation. iv) Any relevant published work. 	<p>Does resource have this required skill: Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/></p> <p>Description of skills and experience: Andrew advises clients on matters of governmental law and policy. His focus is campaign finance, ethics and election law, and legislative and administrative lobbying, strategy, and solutions. As a former member of the Michigan House of Representatives, he knows how the legislative process works, who the key decision-makers are, and how to get things done.</p>

v) Specifically address demonstrated experience as it pertains to Section 2 and Section 5 of the Voting Rights Act.	
Provide a description of demonstrated expertise and experience in advisory and legal services (if any) as it pertains to the Michigan Election Law (Act 116 of 1954), including number of years' experience	<p>Does resource have this required skill: Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/></p> <p>Description of skills and experience: Andrew advises clients on matters of governmental law and policy. His focus is campaign finance, ethics and election law, and legislative and administrative lobbying, strategy, and solutions. As a former member of the Michigan House of Representatives, he knows how the legislative process works, who the key decision-makers are, and how to get things done.</p> <p>Name of project(s) and year(s) experience was obtained:</p> <p>Served as Vice-Chair of the Redistricting and Elections Committee as a member of the Michigan House of Representatives. He also chaired the Republican caucus committee on redistricting.</p>

REFERENCES

Start Date:	End Date:
<p>Client/Project:</p> <p>Terry Marquardt, former Political Director for the Michigan Republican Party</p> <p>██████████</p> <p>████████████████████</p>	
Employer: Reference from when Andrew served in the Michigan House of Representatives	
Title/Percentage of time: Vice-Chair of the Redistricting and Elections Committee and Chair of the House Republican caucus committee on redistricting	
Description: Terry Marquardt was Political Director for the Michigan Republican Party (in charge of Congressional redistricting) when Andrew was Chair of the House Republican caucus committee on redistricting and Vice Chair of the House Redistricting and Elections Committee	

EDUCATION

Education		
Degree (i.e. PhD, Master's, Bachelors)	J.D.	Year Completed: 1986
Program	Law	
University	University of Michigan Law School, Ann Arbor, Michigan	

Additional Education		
Degree (i.e. PhD, Master's, Bachelors)	B.B.A.	Year Completed: 1982
Program		
University	University of Michigan, Ann Arbor, Michigan	

CLARK HILL

Andrew C. Richner
500 Woodward Avenue, Suite 3500
Detroit, MI 48226

T | (313) 965-8531
F | (313) 309-6831
E | arichner@clarkhill.com

March 16, 2021

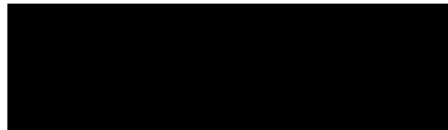
Chad Bassett, Solicitation Manager
Michigan Independent Citizen Redistricting Commission
bassettc@michigan.gov

Re: Letter of Commitment (Request for Proposal No. 920, 210000001155)

Dear Mr. Bassett,

I commit to work for the bidder, Clark Hill PLC, on the above referenced project contingent on award of the bid by the Michigan Independent Citizen Redistricting Commission.

Sincerely,



Andrew C. Richner
Member



Brian D. Shekell | Member

Detroit

500 Woodward Avenue, Suite 3500, Detroit, MI 48226

Proposed Resource Name:	Brian D. Shekell
Proposed Classification:	Team Member
Key Personnel:	Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/>
If resource is associated with a subcontractor provide name of company:	Not applicable
Percentage of time resource will be allocated to project:	40%

Required Skills	Bidder's Response
<p>The attorney, firm or other entity must demonstrate experience and expertise in legal and advisory services specific to redistricting and the Voting Rights Act ("VRA") to advise the Commission, its staff, attorneys and consultants.</p> <p>Provide a description of demonstrated expertise and experience with redistricting, reapportionment districting and elections activities and subsequent relevant cases, including the following:</p> <ul style="list-style-type: none"> i) Names of the public entities or private parties represented in redistricting matters, including experience representing public bodies, boards or commissions. ii) The principle legal issues presented in each matter handled by the attorney, law firm or entity. iii) The outcome of the prior redistricting representation. iv) Any relevant published work. 	<p>Does resource have this required skill: Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/></p> <p>Description of skills and experience: Brian has approximately eight years of experience related to Michigan Election Law and other political law matters.</p> <p>Name of project(s) and year(s) experience was obtained:</p> <ul style="list-style-type: none"> • In <i>League of Women Voters of Michigan, et al. v. Jocelyn Benson</i>, Case No. 2:17-cv-14148 in the United States District Court for the Eastern District of Michigan: Represented Rep. Lee Chatfield, then-Speaker Pro Tempore of the Michigan House of Representatives; Rep. Aaron Miller, then-Chairman of the Elections and Ethics Committee of the Michigan House of Representatives; Republican Congressional Delegation from Michigan. the principle issue was whether the legislative apportionment plan implemented as Michigan Public Acts 128 and 129 of 2011 violated the Plaintiffs' Fourteenth Amendment equal protection rights and First Amendment free speech and association rights by discriminating against Democratic voters. We prevailed on appeal to the United States Supreme Court. While the League of Women Voters matter addressed claims under the 1st and 14th Amendments to the United States Constitution, as opposed to claims under

<p>v) Specifically address demonstrated experience as it pertains to Section 2 and Section 5 of the Voting Rights Act.</p>	<p>the VRA, significant attention and consideration was given to court opinions analyzing the VRA because it similarly involved claims of discrimination against protected classes.</p>
<p>Provide a description of demonstrated expertise and experience in advisory and legal services (if any) as it pertains to the Michigan Election Law (Act 116 of 1954), including number of years' experience</p>	<p>Does resource have this required skill: Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/></p> <p>Description of skills and experience: Brian has approximately eight years of experience related to Michigan Election Law and other political law matters.</p> <p>Name of project(s) and year(s) experience was obtained:</p> <ul style="list-style-type: none"> • <i>Michigan Senate and Michigan House of Representatives v. Jocelyn Benson</i>, Court of Claims Case No. 19-000092-MZ: Represented the Michigan House of Representatives and Senate in: (1) seeking a declaration that Public Act 608 is constitutional and a valid exercise of the legislature's authority, (2) that the law is and must be implemented and enforced by the Secretary of State, and (3) that the Secretary of State and her agents, officers, and employees, and all persons acting in concert or cooperation with her, are required to enforce and give effect to every provision of Public Act 608 as enacted. • <i>Tami Carlone and Myron Zolkewsky v. Oakland County Republican Party, Teresa Mungioli, Greg Didilian, and Davis Staudt</i>, Oakland County Circuit Court Case No. 17-159301: Successfully represented the Oakland County Republican Party ("OCR") and the individual defendants in obtaining the dismissal of a lawsuit brought by two members who alleged that the OCR bylaws violate Michigan Election Law and its leadership failed to follow Michigan Election Law procedures for conducting conventions, that the OCR bylaws violate Michigan Election Law, and additional claims related to the operation of the OCR. • <i>Mike Kowall, et al. v. Jocelyn Benson</i>, United States District Court for the Western District of Michigan Case No. 1:19-cv-00669: On a team representing ten former state legislators seeking to have the term limits provision in Michigan's Constitution declared unconstitutional. • <i>Michigan Republican Party, et al. v. Jocelyn Benson</i>, United States District Court for the Western District of Michigan Case No. 1:19-cv-00669. I was on a team that filed a lawsuit seeking

	to have the Voters Not Politicians ballot initiative that amended the Mich. Const. 1963, art. 4, § 6 by establishing the 13-member independent citizens redistricting commission to oversee redistricting of state legislative and congressional districts declared unconstitutional. By participation in this lawsuit ended approximately one-month after the lawsuit was filed after Charlie Spies left Clark Hill and went to Dickinson Wright, who took over as counsel along with Dykema Gossett.
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REFERENCES

Start Date:	End Date:
Client/Project:	
Michigan House of Representatives	
Hassan Beydoun, General Counsel	
[REDACTED]	
[REDACTED]	
Employer: Clark Hill PLC	
Title/Percentage of time: Outside counsel	
Description: See description above in Required Skills	

Start Date:	End Date:
Client/Project:	
Michigan Senate	
William Stone, General Counsel	
[REDACTED]	
[REDACTED]	
Employer: Clark Hill PLC	
Title/Percentage of time: Outside counsel	
Description: See description above in Required Skills	

Start Date:	End Date:
Client/Project:	

Oakland County Republican Party Theresa Mungiolli, former-Chair [REDACTED] [REDACTED]
Employer: Clark Hill PLC
Title/Percentage of time: Outside counsel
Description: See description above in Required Skills

EDUCATION

Education		
Degree (i.e. PhD, Master's, Bachelors)	J.D.	Year Completed: 2011
Program	Law	
University	Wayne State University Law School, Detroit, Michigan	

Additional Education		
Degree (i.e. PhD, Master's, Bachelors)	B.A.	Year Completed: 2007
Program		
University	Michigan State University, East Lansing, Michigan	

CLARK HILL

Brian D. Shekell
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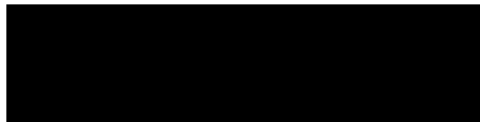
Chad Bassett, Solicitation Manager
Michigan Independent Citizen Redistricting Commission
bassettc@michigan.gov

Re: Letter of Commitment (Request for Proposal No. 920, 210000001155)

Dear Mr. Bassett,

I commit to work for the bidder, Clark Hill PLC, on the above referenced project contingent on award of the bid by the Michigan Independent Citizen Redistricting Commission.

Sincerely,



Brian D. Shekell
Member



Reginald Turner | Member

Detroit

500 Woodward Avenue, Suite 3500, Detroit, MI 48226


t: +1 (313) 965-8318 | m: +1 (313) 300-6285 | e: RTurner@ClarkHill.com


Proposed Resource Name:	Reginald M. Turner
Proposed Classification:	Team Member
Key Personnel:	Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/>
If resource is associated with a subcontractor provide name of company:	Not applicable
Percentage of time resource will be allocated to project:	10%

Required Skills	Bidder's Response
<p>The attorney, firm or other entity must demonstrate experience and expertise in legal and advisory services specific to redistricting and the Voting Rights Act ("VRA") to advise the Commission, its staff, attorneys and consultants.</p> <p>Provide a description of demonstrated expertise and experience with redistricting, reapportionment districting and elections activities and subsequent relevant cases, including the following:</p> <ul style="list-style-type: none"> i) Names of the public entities or private parties represented in redistricting matters, including experience representing public bodies, boards or commissions. ii) The principle legal issues presented in each matter handled by the attorney, law firm or entity. iii) The outcome of the prior redistricting representation. iv) Any relevant published work. 	<p>Does resource have this required skill: Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/></p> <p>Description of skills and experience: Reginald is a highly accomplished litigator, government affairs advocate and strategic advisor. As an experienced lobbyist, Reginald advocates effectively for corporate clients in federal, state and local matters.</p> <p>Name of project(s) and year(s) experience was obtained:</p> <p>Previously represented the Michigan Democratic Party in matters addressing Michigan House, Senate, and Congressional delegation boundaries. The representation involved successful arguments related to the VRA. Involved in the 1991 and 2001 redistricting litigation.</p>

v) Specifically address demonstrated experience as it pertains to Section 2 and Section 5 of the Voting Rights Act.	
Provide a description of demonstrated expertise and experience in advisory and legal services (if any) as it pertains to the Michigan Election Law (Act 116 of 1954), including number of years' experience	<p>Does resource have this required skill: Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/></p> <p>Description of skills and experience: Reginald is a highly accomplished litigator, government affairs advocate and strategic advisor. As an experienced lobbyist, Reginald advocates effectively for corporate clients in federal, state and local matters.</p> <p>Name of project(s) and year(s) experience was obtained:</p> <p>Previously represented the Michigan Democratic Party in matters addressing Michigan House, Senate, and Congressional delegation boundaries. The representation involved successful arguments related to the VRA. Involved in the 1991 and 2001 redistricting litigation.</p>

REFERENCES

Start Date: 1991 and 2001 Redistricting Litigation	End Date: 1991 and 2001 Redistricting Litigation
Client/Project: Michigan Democratic Party Mary Ellen Gurewitz 	
Employer: Clark Hill PLC since 2000	
Title/Percentage of time: Counsel	
Description See description above in Required Skills	

Start Date: 1991 and 2001 Redistricting Litigation	End Date: 1991 and 2001 Redistricting Litigation
Client/Project: Michigan Democratic Party Mark Brewer 	

Employer: Clark Hill PLC since 2000
Title/Percentage of time: Counsel
Description: See description above in Required Skills

EDUCATION

Education		
Degree (i.e. PhD, Master's, Bachelors)	J.D.	Year Completed: 1987
Program	Law	
University	University of Michigan Law School, Ann Arbor, Michigan	

Additional Education		
Degree (i.e. PhD, Master's, Bachelors)	B.S.	Year Completed: 1982
Program		
University	Wayne State University, Detroit, Michigan	

CLARK HILL

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March 16, 2021

Chad Bassett, Solicitation Manager
Michigan Independent Citizen Redistricting Commission
bassettc@michigan.gov

Re: Letter of Commitment (Request for Proposal No. 920, 210000001155)

Dear Mr. Bassett,

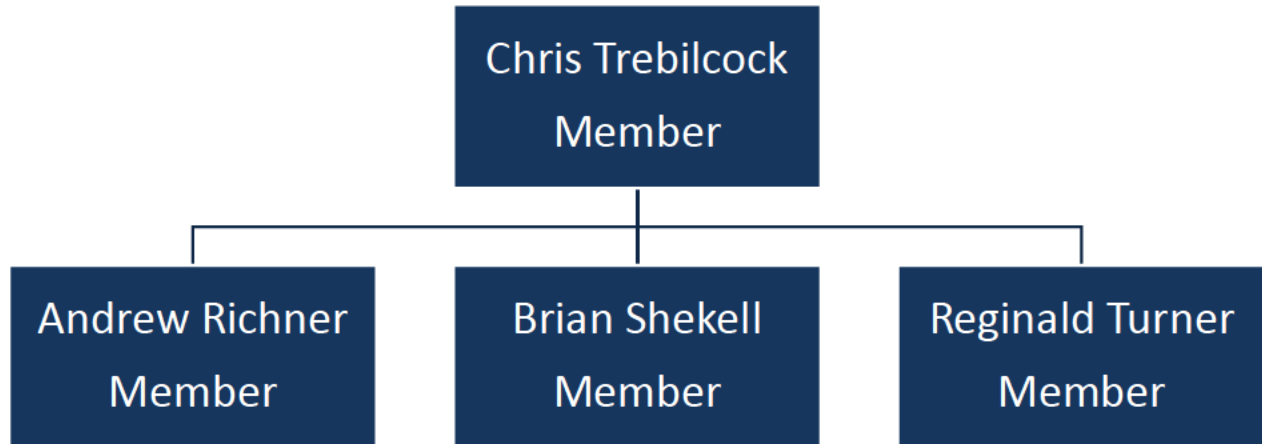
I commit to work for the bidder, Clark Hill PLC, on the above referenced project contingent on award of the bid by the Michigan Independent Citizen Redistricting Commission.

Sincerely,



Reginald M. Turner
Member

APPENDIX 2: CONTRACTOR ORG. CHART



APPENDIX 3: TEMPLATE STATUS REPORT

Status Report

ACTIVITY	LEAD CLARK HILL ATTORNEY	ACTION ITEMS	STATUS

CLARK HILL OFFICES

Austin

720 Brazos Street
Suite 700
Austin, TX 78701
512.499.3600

Beaumont

2615 Calder Avenue
Suite 240
Beaumont, TX 77702
409.351.3800

Birmingham

151 South Old Woodward
Suite 200
Birmingham, MI 48009
248.642.9692

Chicago

130 East Randolph Street
Suite 3900
Chicago, IL 60601
312.985.5900

Collin County

2600 Dallas Parkway
Suite 600
Frisco, TX 75034
469.287.3900

Dallas

901 Main Street
Suite 6000
Dallas, TX 75202
214.651.4300

Detroit

500 Woodward Avenue
Suite 3500
Detroit, MI 48226
313.965.8300

Grand Rapids

200 Ottawa NW
Suite 500
Grand Rapids, MI 49503
616.608.1100

Houston

909 Fannin Street
Suite 2300
Houston, TX 77010
713.951.5600

Lansing

212 East Cesar Chavez
Avenue
Lansing, MI 48906
517.318.3100

Las Vegas

3800 Howard Hughes
Parkway
Suite 500
Las Vegas, NV 89169
702.862.8300

Los Angeles

1055 West Seventh Street
Suite 2400
Los Angeles, CA 90017
213.891.9100

Morgantown

1290 Suncrest Towne
Centre
Morgantown, WV 26505
304.233.5599

New York

830 Third Avenue
Suite 200
New York, NY 10022
646.395.8580

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Two Commerce Square
2001 Market St. Suite 2620
Philadelphia, PA 19103
215.640.8500

Phoenix

14850 N. Scottsdale Road
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Scottsdale, AZ 85254
480.684.1100

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One Oxford Centre
301 Grant Street
14th Floor
Pittsburgh, PA 15219
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Princeton

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Suite 102
Princeton, NJ 08540
609.785.2968

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2301 Broadway Street
San Antonio, TX 78215
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San Diego

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600 West Broadway
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